

**WASHINGTON STATE
DEPARTMENT OF TRANSPORTATION**

**AFFIRMATIVE ACTION PLAN
FISCAL YEARS 2002-2006**

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TABLE OF CONTENTS

Preface.....	i
Affirmative Employment Commitment.....	ii
Definitions.....	iii

WSDOT OVERVIEW

Purpose.....	1 - 1
Assignment of Responsibility	1 - 2
Policy Plan and Dissemination	1 - 3
Agency Overview	1 - 4
WSDOT Table of Organization.....	1 - 5
WSDOT Regions	1 - 6

METHODOLOGY

Plan Methodology	2 - 1
Internal Monitoring And Evaluation.....	2 - 2

AGENCY PROFILE

Positions by Job Group	3 - 1
Job Group Numbers	3 - 2
Workforce Profile 1 Report	3 - 3
Workforce Analysis — Agency Profile — Permanent Employees	3 - 4
Workforce Analysis — Agency Profile — Seasonal Employees	3 - 5
Workforce Analysis — Agency Profile — Temporary Employees	3 - 6
Composite Availability — Agency.....	3 - 7
Utilization Analysis — Agency	3 - 8
Affirmative Action Goals — Agency	3 - 9

JOB GROUP PROFILES

Officials and Administrators	4 - 1
Managers	4 - 2
Paraprofessionals	4 - 3
Paraprofessionals — WSF	4 - 4
Professional Generals.....	4 - 5
Professional Generals — WSF	4 - 6
Professional Generals — Masters	4 - 7
Professional Generals — Mates.....	4 - 8
Professional Generals — Chief Engineers.....	4 - 9
Professional-Generals — Assistant Chiefs	4 - 9
Professional-Generals — Staff Chiefs	4 - 11
Professional Engineers.....	4 - 12
Professional Engineers —WSF.....	4 - 13
Clerical Office.....	4 - 14

Clerical Office — WSF	4 - 15
Technicians	4 - 16
Technicians — WSF	4 - 17
Skilled Crafts	4 - 18
Skilled Crafts — WSF	4 - 19
Service/Maintenance	4 - 20
Service Maintenance — WSF	4 - 21

PROBLEM AREA ANALYSIS

Problem Area Analysis – New Hires	5 - 1
Problem Area Analysis – Promotions	5 - 2
Problem Area Analysis – Terminations	5 - 3
Problem Area Analysis – Training	5 - 4

PROGRAMS AND ACCOMPLISHMENTS

Overview	6 - 1
Recruitment	6 - 2
Removing Barriers	6 - 3
Enhancing Opportunity	6 - 4
Diversity	6 - 5
Accountability	6 - 6
Professional Development	6 - 7

RESPONSE TO GAAPCOM RECOMMENDATIONS

Response from GAAPCom	7 - 1
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PREFACE

The purpose of this Affirmative Action Plan is:

- To confirm the Washington State Department of Transportation's commitment to equal employment opportunity in accordance with the principles, intent and purpose of the laws and regulations cited throughout this plan;
- To confirm the department's position that affirmative action is an effective, legal tool for achieving Equal Employment Opportunity; and,
- To present the department's Equal Employment Opportunity and Affirmative Action programs.

For questions regarding this plan, please contact:

Washington State Department of Transportation
Office of Equal Opportunity
Internal Civil Rights Branch
310 Maple Park Avenue SE
PO Box 47314
Olympia, WA 98504-7314
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Equal Employment Opportunity Policy Statement

The Department of Transportation will provide equal employment opportunity and equal access to its programs and services for all persons without regard to race, color, sex, religion, creed, age, marital status, national origin, sexual orientation, disabled and Vietnam-era veteran's status, or the presence of any physical, sensory, or mental disability.

In an effort to eliminate barriers and improve employment opportunities available to underutilized groups, these policies shall be implemented in recruitment, hiring, career development, training, promotion, transfer, retention, reclassification, corrective/disciplinary actions, termination, reversion, and non-permanent appointments.

Equal employment opportunity and affirmative action are important responsibilities and, as such, assume equal importance within all functions of this department. It shall be the responsibility of each department employee to comply with and promote these policies.

This department will provide access to its services and programs in a fair and impartial manner. Equal Employment Opportunity (EEO) is the department's objective. The Affirmative Action Program is the methodology by which the department will fulfill its commitment to creating and maintaining a diversified workplace.

The department's policy is based on Presidential Executive Order 11246 (as amended) and 11478; Code of Federal Regulations (CFR) Title 41, Part 60-2, Revised Order Number 4; Title VII of the Civil Rights Act of 1964, as amended, Equal Employment Opportunity governing guidelines, CFR Titles 28, 29, and 43; the Vietnam-era Veterans Readjustment Act of 1974 as amended, the Rehabilitation Act of 1973 as amended, the Americans With Disabilities Act of 1990; the Governor's Executive Order for Affirmative Action; and Chapters 49.60 and 43.43 of the Revised Code of Washington.

Douglas B. MacDonald
Secretary of Transportation

Date: _____

DEFINITIONS

Adverse Impact: A substantially different rate of selection in hiring, promotion, transfer, training or other employment decisions, which works to the disadvantage of members of an affected group. Rates less than 80% of the highest selection rate that was experienced are generally regarded as evidence of adverse impact. This is sometimes referred to as the “80% rule.”

Affected Class: A group of persons who are identified victims of a pattern or practice of discrimination.

Affected Group: Groups specified in affirmative action laws, including: Native Americans, Asians/Pacific Islanders, African Americans, Hispanics, women, person age 40 and over, persons with disabilities, disabled veterans, and Vietnam era veteran.

American Indian: A person with origins in any of the original peoples of North America who maintains cultural identification through tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original people of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This includes, for example, China, Japan, Korea, the Philippine Republic, and Samoa; and, on the Indian Subcontinent, includes India, Pakistan, Bangladesh, Sri Lanka, Nepal, Skim, and Bhutan.

African American or Black: An individual, not of Hispanic origin, with origins in any of the Black racial groups of Africa.

Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race. Only those persons from Central and South American countries who are of Spanish origin, descent, or culture should be included in this category. Persons from Brazil, Guyana, Surinam, or Trinidad, for example, would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal who should be classified according to race.

Women

Persons age 40 and over.

Disabled Person: Federal and state definitions vary.

The Federal Affirmative Action and Equal Opportunity Definition – A person is disabled who:

- Has a physical or mental impairment which substantially limits one or more major life activities:
- Has a record of such an impairment; or

- Is regarded as having such an impairment [Section 503 and 504 of the Rehabilitation Act of 1973, and Americans with Disabilities Act of 1990.]

The Washington State Affirmative Action Definition - A person is disabled who:

- Has physical, mental or sensory impairment which impedes that individual in obtaining and maintaining permanent employment and promotional opportunities; and
- Have impairments that are material (rather than slight), static, and permanent, in that they are seldom fully corrected by medical replacement, therapy, or surgical means [WAC 162-22-030].

The Washington State Equal Opportunity Definition – For state equal opportunity, disability is defined as the presence of any sensory, mental, or physical handicap [WAC 162-04-101].

Disabled Veteran: A veteran who: (a) is entitled to compensation (or who, but for the receipt of military retirement pay, would be entitled to compensation) under laws administered by the U.S. Department of Veteran Affairs for a disability that is rated at 30 percent or more, (or rated at 10 or 20 percent in the case of a veteran who has been determined under Section 1506 of the Veterans’ Rehabilitation and Education Act Amendments of 1980 to have a serious employment handicap) **or** (b) was discharged or released from active duty because of a service-connected disability. (See 38 U.S.C., Section 4211).

Vietnam Era Veteran: A person who:

- 1.) Served on active duty for more than 280 days, any part of which occurred between February 28, 1961 and May 7, 1975, and was discharged or released with other than a dishonorable discharge; or
- 2.) Was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

Affirmative Action: Actions, policies, and procedures to which an employer commits itself that are designed to achieve equal employment opportunity. The affirmative action obligation includes: (1) thorough, systematic efforts to prevent discrimination from occurring or to detect it and eliminate it as promptly as possible, and (2) recruitment and outreach measures.

Affirmative Action Plan (AAP): A written program in which an employer details the steps it will take, and has already taken, to ensure equal employment opportunity.

Applicant Flow Data: A compilation of data regarding applicants for employment or promotion, showing the persons categorized by race, sex, and ethnic group, who applied for each job title (or group of job titles requiring similar qualifications) during a specific period.

Availability: The “availability” of an affected class for a job group means their percentage among persons in the relevant labor area and/or internal feeder pools having the requisite

qualifications (or, are capable of acquiring them) to perform in the positions of any job group. Availability figures are used in determining whether to find underutilization and, where a goal is established, in determining the level of the goal.

Designee: An individual at the executive level, reporting directly to the agency head, to whom is designated affirmative action duties.

Equal Employment Opportunity: The opportunity to obtain employment, promotions, and other benefits of employment without discrimination because of race, color, religion, sex, marital status, sexual preference/orientation, national origin, age, physical, sensory or mental disability, or status.

Good Faith Efforts: This term refers to an employer's efforts to make all aspects of its Affirmative Action Plan work. Designing and implementing an effective Affirmative Action Plan requires sustained attention. The employer must analyze its employment and recruitment practices as they affect equal opportunity, identify problem areas, design and implement measures to address the problems, and monitor the effectiveness of its program, making adjustments as circumstances warrant. The basic components of good faith efforts are: (1) outreach and recruitment measures to broaden candidate pools from which selection decisions are made to include people of color and women and (2) systematic efforts to assure that selections thereafter are made without regard to race, sex, or other prohibited factors.

Job Categories: The eight categories designated by the Equal Employment Opportunity Commission for affirmative action reporting to federal agencies: Officials and Administrators, Professionals, Technicians, Protective Service Workers, Paraprofessionals, Office and Clerical, Skilled Craft, and Service Maintenance.

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, sheriffs, police and fire chiefs, and inspectors and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge, which is usually acquired through college training, or through work experience and other training which provide comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains, and lieutenants, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary

school education or through equivalent on-the-job, training. Includes: computer programmers and operators, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants, and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, and kindred workers.

Para-Professionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: library assistants, research assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, homemaker aides, home health aids, and kindred workers.

Administrative Support: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, and kindred workers.

Service Maintenance Workers: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry or dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Job Group: One or more job classes having similar job duties, salary ranges, career ladders, and recruitment areas and having enough incumbents (optimally 50 or more) to allow for a useful utilization analysis.

Parity: A condition where the representation of an affected group in the workforce, or in the occupational category, job group, or class equals its availability.

Underutilization: Having fewer affected group members in a particular job group than would be reasonably expected based upon their availability. The concept of underutilization includes any numerical disparity, and is not limited by the 80% rule applicable to concepts such as adverse impact (OFCCP Compliance Manual Chapter 1, Section 60.103).

WSDOT OVERVIEW

PURPOSE

The Washington State Department of Transportation (WSDOT) will provide equal employment opportunity and equal access to its programs and services for all persons without regard to race, color, sex, religion, creed, age, marital status, national origin, sexual orientation, disabled and Vietnam-era veteran's status, or the presence of any physical, sensory, or mental disability.

In efforts to eliminate barriers and to improve employment opportunities available to underutilized groups, procedures shall be implemented in recruitment, hiring, career development, training, promotion, transfer, retention, reclassification, corrective/disciplinary actions, termination, reversion, and non-permanent appointments. These equal opportunity procedures shall also apply to any contractual agreements entered into by WSDOT.

Equal Employment Opportunity and Affirmative Action are vital responsibilities and, as such, assume equal importance within all functions of this department. It shall be the responsibility of each WSDOT employee to comply with and promote these policies.

WSDOT will affirmatively provide access to its services and programs in a fair and impartial manner. Equal Employment Opportunity is WSDOT's objective; the Affirmative Action Program is the methodology by which WSDOT will fulfill its commitment to creating and maintaining a diversified workplace.

WSDOT's policy is based on Presidential Executive Order 11246 (as amended) and 11478; Title 41, Part 60-2, Code of Federal Regulations (CFR), Revised Order Number 4; Title VII of the Civil Rights Act of 1964 (42 U.S.C. Section 2000e) as amended; Section 504 of the Rehabilitation Act of 1973 as amended (29 U.S.C. Section 794); Title I of the Americans With Disabilities Act of 1990 (42 U.S.C. Sections 12101-12213); Federal Aid Highway Regulations (23 CFR 230, Subpart C, Appendix A); the Vietnam-era Veterans Readjustment Act of 1974 as amended, and Chapters 49.60 and 43.43 of the Revised Code of Washington and related Governor's Executive Orders.

All department policies and procedures concerning Equal Employment Opportunity are provided in the WSDOT Equal Opportunity Desk Manual.

ASSIGNMENT OF RESPONSIBILITY

Secretary of Transportation

The Secretary of Transportation has the overall responsibility for implementation of WSDOT's Equal Employment Opportunity program and the Affirmative Action Plan. The Secretary is responsible for ensuring that management supports and promotes high visibility of the affirmative action program.

Designee

WSDOT's Director of the Office of Equal Opportunity, Brenda Richardson, is the Secretary's designee responsible for the overall development, communication, auditing, implementation, monitoring, and dissemination of WSDOT's policies governing Equal Employment Opportunity and Affirmative Action.

The Director represents WSDOT in matters related to review of the plan and enforcement of affirmative action by assisting and ensuring that managers are responsible and accountable for the success of the program in their areas of responsibility. Ms. Richardson may be contacted in writing at the Transportation Building, PO Box 47314, Olympia, Washington 98504-7314 or by telephone at (360) 705-7090.

Diversity Programs Administrator

The Diversity Programs Administrator reports to the Director of the Office of Equal Opportunity and is responsible for the daily operation and management of the Affirmative Action Plan, including the design, implementation, and monitoring of the internal reporting system; advising the designee on a continuing basis regarding developments in Affirmative Action and Equal Employment Opportunity law; and investigating and resolving complaints alleging discrimination and/or harassment.

The Diversity Program Administrator will ensure that the department's policies governing Affirmative Action and Equal Employment Opportunity, found in the Equal Opportunity Desk Manual, are available to all employees and to the general public. The Diversity Programs Administrator will inform employees during new employee orientations, training, and department meetings to increase the awareness of managers and employees of the value of the Affirmative Action Plan.

Managers and Supervisors

All WSDOT managers and supervisors are responsible for ensuring the success of the WSDOT Affirmative Action Plan. Responsibilities of the region and division managers include but are not limited to:

- Assist in setting statewide affirmative action goals and objectives;
- Review training, hiring, promotion, and termination patterns to monitor achievement of region/division goals and objectives and to identify problem areas;
- Target recruiting for affected group members, with special attention on local list, seasonal, and temporary positions;
- Ensure fair and unbiased interviewing and selection techniques;
- Provide career counseling to encourage upward mobility for all employees;
- Ensure that the Equal Employment Opportunity/Affirmative Action Policy Statement is displayed throughout the facilities and that persons with disabilities are ensured barrier-free access to the statement;
- Provide reasonable accommodations for persons with disabilities;
- Monitor WSDOT-sponsored activities to ensure equal opportunity participation for all employees;
- Foster discussions on affirmative action policies and procedures among managers and employees to ensure full implementation;
- Undertake measures designed to prevent harassment of employees; and,
- Attend department Workforce Diversity training.

Managers and supervisors will be evaluated annually on their Management Development and Performance Plan (MDPP) performance evaluations on their individual responsibilities for implementation of the AAP.

POLICY AND PLAN DISSEMINATION

Internal

WSDOT's Affirmative Action Plan will be available in each work unit and will be accessible to all employees upon request. The Equal Employment Opportunity/Affirmative Action policy statement will be disseminated internally to all department employees, posted in conspicuous areas, and included in New Employee Orientation packets.

The policy intent and individual responsibility will be explained to executive, managerial and supervisory personnel. Explanations will include a clear statement of the Secretary's commitment to affirmative action and support for the policy and plan.

Union officials representing WSDOT employees will be provided a copy of the plan. All collective bargaining agreements will be negotiated in a manner that ensures union support of this plan.

External:

A copy of the Affirmative Action Plan will be made available to the public upon request. WSDOT shall initiate and undertake aggressive, relationship-building activities to ensure frequent contact with affected group members, community organizations, and resource agencies.

The Equal Employment Opportunity/Affirmative Action policies will be publicized externally by incorporating an equal opportunity statement in all purchase orders, contracts, and recruitment advertising. With the exception of a bona fide occupation qualification (BFOQ), notices of recruitment advertisement will not contain reference to race, color, sex, religion, creed, age, marital status, national origin, sexual orientation, disabled and Vietnam-era veteran's status, or physical, sensory, or mental disability.

In accordance with RCW 49.60, WSDOT will not knowingly conduct business with any entity that discriminates against affected group members and/or violates Federal or State civil rights laws.

An equitable representation of affected group and non-affected group employees will be shown in WSDOT brochures, publications, manuals, reports, and advertisements that depict the WSDOT workforce.

AGENCY OVERVIEW

ORGANIZATION

The Washington State Department of Transportation was created by the 1977 Legislature to combine transportation functions previously vested in numerous state agencies. WSDOT was vested with the responsibility for developing and maintaining a comprehensive and balanced statewide transportation system.

The Transportation Commission is the seven-member policy making body for WSDOT. This commission is responsible for adopting the state Transportation Plan, approving WSDOT budgets, establishing transportation policies, authorizing agency legislative requests, authorizing the sale of capital construction bonds, and appointing the Secretary of Transportation.

WSDOT's executive head is the Secretary of Transportation. Under the Secretary's guidance, WSDOT functions to accomplish its mission as directed by both state and federal laws and guidance provided by the Transportation Commission.

In 2001 a new Secretary was appointed to WSDOT, resulting in a major reorganization. WSDOT is now functionally organized into the following divisions (see organization chart):

- Secretary's Office
- Chief of Staff
- Engineering and Regional Operations
- Northwest Washington
- Washington State Ferries
- Administration and Support

The modal divisions and their locations are:

- | | |
|--|---------|
| • Aviation | Seattle |
| • Highways and Local Programs | Olympia |
| • Public Transportation and Rail | Olympia |
| • Transportation Economic Partnerships | Olympia |
| • Washington State Ferries | Seattle |

The headquarters building is located in Olympia. The regional offices and their locations are:

- | | |
|------------------------|-----------|
| • Eastern Region | Spokane |
| • Northwest Region | Seattle |
| • Olympic Region | Tumwater |
| • South Central Region | Yakima |
| • North Central Region | Wenatchee |
| • Southwest Region | Vancouver |

WORK FORCE

As of July 1, 2001, WSDOT employed 6,977* persons in its permanent work force. Of these, 24.4% (1,704) were women and 10.9% (763) were people of color.

As of July 1, 2001, WSDOT employed 56 persons in its seasonal work force. Of these, 17.9% (10) were women and none were people of color.

As of July 1, 2001, WSDOT employed 470 persons in its temporary work force. Of these, 30.6% (144) were women and 8.5% (40) were people of color.

The number of temporary and seasonal employees within WSDOT varies with the season. From October through March, temporary and seasonal help is hired for snow removal. From April through September, WSDOT hires the majority of its temporary and seasonal help for the construction and maintenance season.

***Note:**

The permanent employee count of 6,977 does not represent an official permanent employee count for the department. As of June 30, 2001, the full time FTE (Full Time Equivalency) count was 6,317.7.

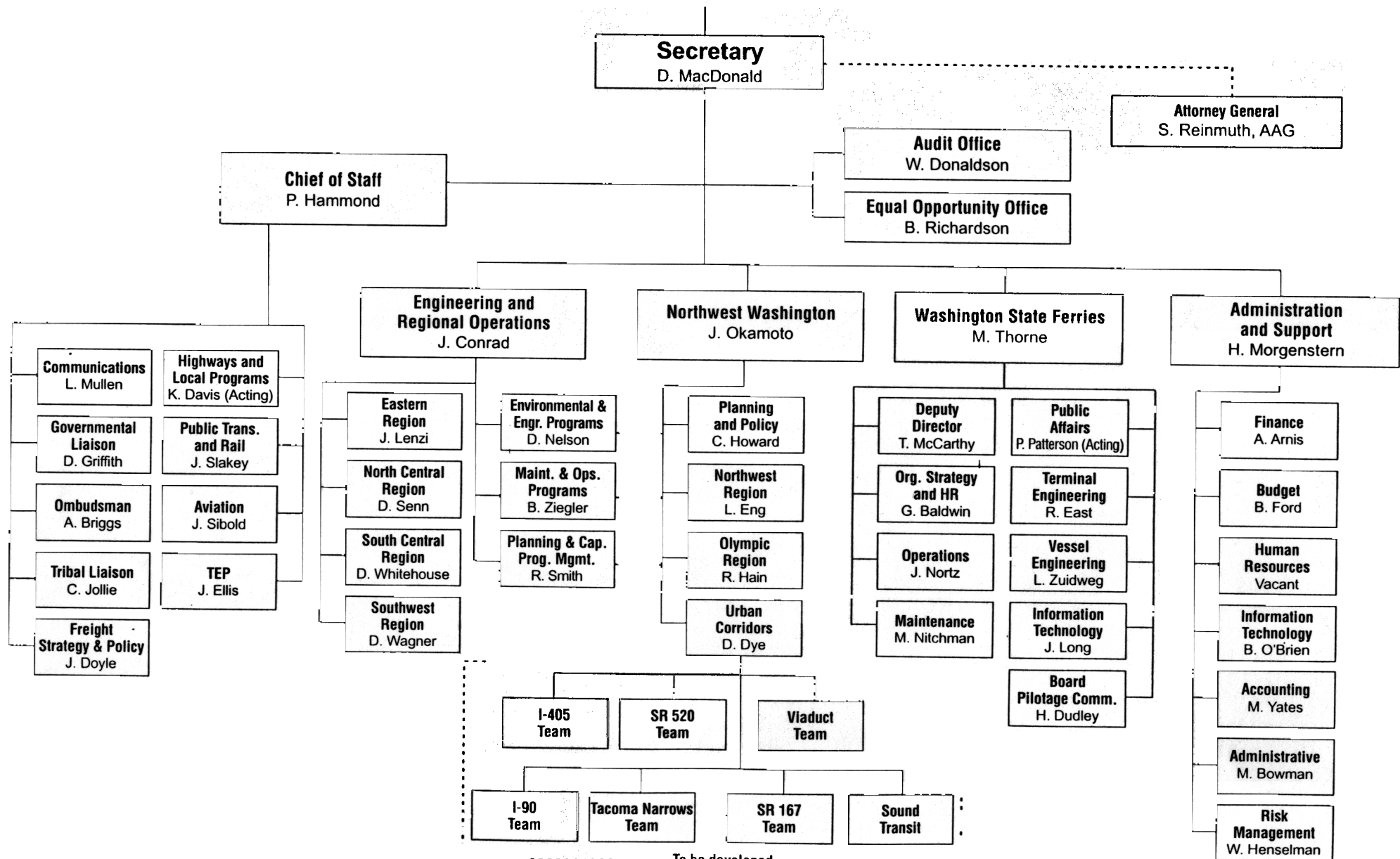
The database of employees used in this plan, as in prior plans, was obtained from the Washington State Department of Personnel's Data Warehouse and included permanent, temporary, and exempt employees as well as seasonal employees on the roster at the time. Fleet personnel of the ferries division were also included. Temporary employees were removed, then seasonal employees considered permanent but who were not on the roster at the time were added. The Office of Equal Opportunity and the Office of Human Resources reviewed the appointment codes in the database for inconsistencies. Regional Human Resources offices reviewed their portions and further identified temporary and mis-coded employees that were to be removed.

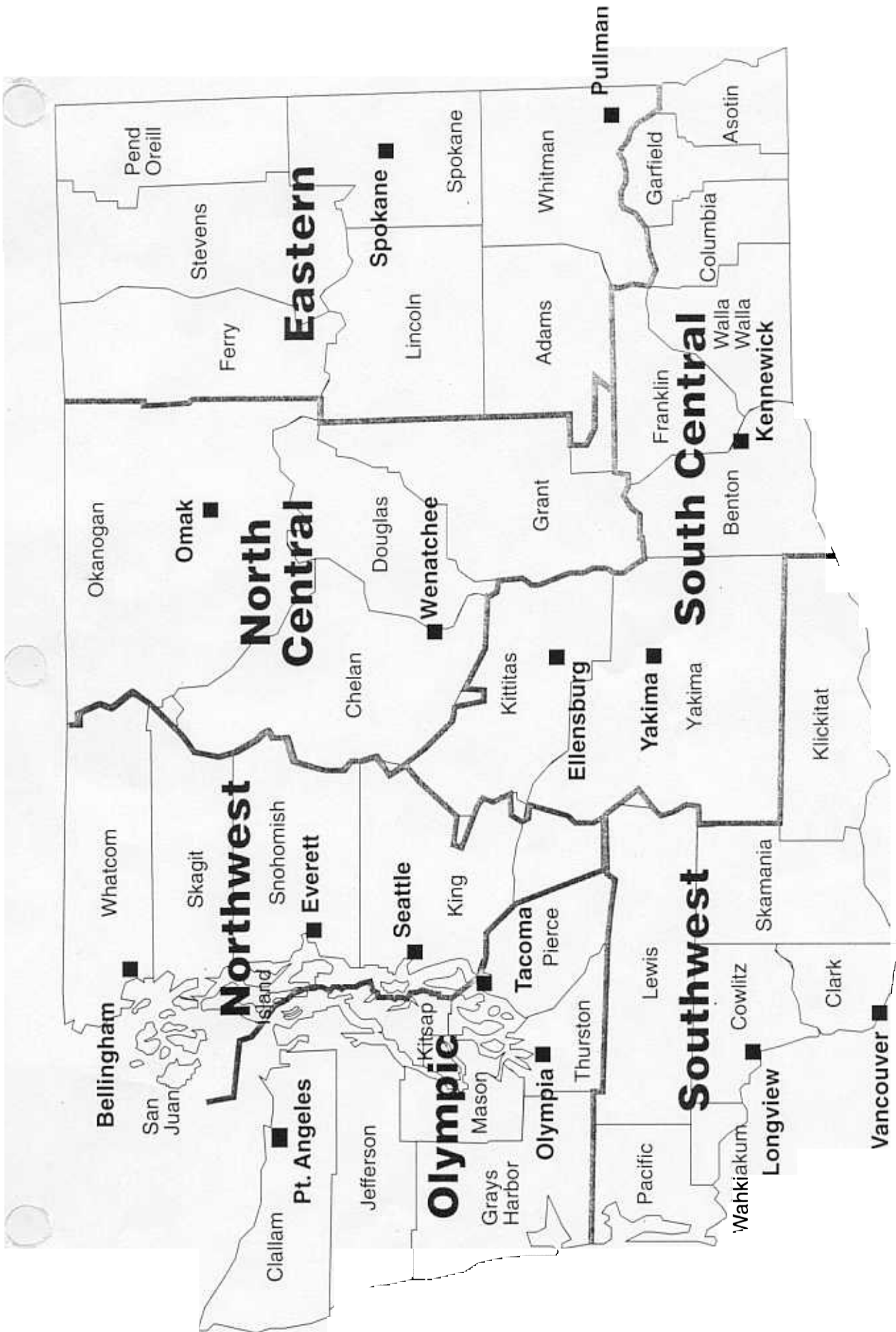
In future Affirmative Action Plans and updates, WSDOT will use corporate information to be maintained by its Administration and Support Division made available department-wide in order to enhance departmental consistency in reporting.



Washington State Transportation Commission

Christopher Marr, Chair
Ed Barnes
Aubrey Davis
Elmira Forner
George Kargianis
A. Michèle Maher
Connie Niva





METHODOLOGY

PLAN METHODOLOGY

DATA SOURCES:

- 1990 Census data was used for the availability analysis for this plan. The necessary data from the 2000 Census will not be available until 2003. At that time, WSDOT will develop a new Affirmative Action Plan using the most recent labor force availability data. The general population—thus the civilian labor force—has seen an increase in members of affected groups in Washington since 1990. Consequently, the availability data used in this plan should be considered conservative.
- Census data was used throughout the analysis, except for Persons with Disabilities, Vietnam-era Veterans, and Disabled Veterans. Availability for those groups were assigned by the Governor's Affirmative Action Policy Committee (GAAPCom).
- Statewide education data was obtained from the Higher Education Coordinating Board for the period 1999 - 2000.
- Training and promotion data was obtained from WSDOT personnel records.
- The database of employees and resultant employee count used in this plan was obtained from the Washington State Department of Personnel's Data Warehouse that included permanent, temporary, exempt, and seasonal employees on the roster at time. Fleet personnel of the ferries division were also included. Temporary employees were removed, then seasonal employees considered permanent but who were not on the roster at the time were added.

The employee count in this plan does not represent an official department FTE count for biennium to-date, or an official department employee count.

In future Affirmative Action Plans and updates, WSDOT will use corporate information to be maintained by its Administration and Support Division and made available department-wide in order to enhance departmental consistency in reporting.

- Anticipated vacancy data was determined by WSDOT administrative units. All administrative units were asked to submit their anticipated vacancies for the plan period since annual turnover rates by job groups were not available.
- All other employment data was collected from the Department of Personnel Workforce Diversity section.

WORKFORCE ANALYSIS:

The purpose of conducting a “Workforce Analysis” is to determine the composition of an employer’s current workforce in terms of affected group members as compared to non-affected group members, both in real numbers and in percentages of the workforce.

The Equal Employment Opportunity Commission (EEOC) established job categories for the purpose of analyzing an employer’s workforce. These categories are:

Official Administrator	Para-Professional
Professional	Administrative Support
Technician	Skilled Craft
Protective Services	Service & Maintenance

Based on these categories, job groups were established consisting of jobs having similar content, wage rates, and opportunities. WSDOT established the following job groups:

Officials Administrators	
Managers	
Paraprofessionals	
Paraprofessionals – WSF	Merit System 5
Professional Generals	
Professional Generals – WSF	
Professional Generals – Masters	Merit System 5
Professional Generals – Mates	Merit System 5
Professional Generals – Chief Engineers	Merit System 5
Professional Generals – Assistant Chiefs	Merit System 5
Professional Generals – Staff Chiefs	Merit System 5
Professional Engineers	
Professional Engineers – WSF	
Clerical Office	
Clerical Office – WSF	Merit System 5
Technicians	
Technicians – WSF	
Skilled Crafts	
Skilled Crafts – WSF	Merit System 5
Service Maintenance	
Service Maintenance - WSF	Merit System 5

For the most part, WSDOT employees are Merit System 1 employees—those falling under Merit System rules. In addition, WSDOT hires many Washington State Ferries (WSF) employees through union hiring halls under provisions negotiated in collective bargaining agreements. These positions fall under Merit System 5.

The EEOC Officials Administrators job category comprises 8.7% of the WSDOT employees and contains employees in Merit System 1. These employees are recruited from different candidate pools and experience different job content and opportunities than other categories.

In prior years, WSDOT used the Washington Management Service (WMS) as a second job group. However, based on recommendations by the WSDOT Diversity Advisory Group, the WMS group was separated by capturing the higher-level managers in the Officials Administrators group since many function as officials and administrators of organizational units.

In its next Affirmative Action Plan, WSDOT will use an additional job group for those jobs in the Officials and Administrators and Managers groups that require a professional engineer license, since further internal discussion indicated opportunities for those jobs differ from others.

Therefore, WSDOT has created the following job groups based on the Officials Administrators job category:

Officials Administrators

Managers

The Professional job category makes up 37% of the WSDOT employees and contains positions in both Merit System 1 and Merit System 5. These employees come to WSDOT with an extremely diverse educational background and are recruited from differing candidate pools. In addition, the job content and opportunities vary widely. WSDOT has created the following job groups based on the Professional job category:

Professional Generals

Professional Generals – WSF

Professional Generals – Masters

Professional Generals – Mates

Professional Generals – Chief Engineers

Professional Generals – Assistant Chiefs

Professional Generals – Staff Chiefs

Professional Engineers

Professional Engineers - WSF

The Para-Professional and Clerical-Office job categories contain positions in both Merit System 1 and Merit System 5. Hiring procedures vary significantly between these merit systems. These categories make up 7% of the WSDOT employees. Therefore, WSDOT has created the following job groups:

Para-Professional

Clerical-Office

Para-Professional - WSF

Clerical-Office - WSF

The Skilled Craft job category makes up 26% of WSDOT employees. Positions in this job category range from highway maintenance technicians to able-bodied seamen working on agency vessels. These employees come to WSDOT with an extremely diverse educational background and are recruited from differing candidate pools. Therefore, WSDOT has created the following job groups under the Skilled Craft job category:

Skilled Craft

Skilled Craft - WSF

The Service Maintenance job category makes up 11% of the WSDOT employees. Positions in this job category range from caretaker to ordinary seamen working on agency vessels. These employees come to WSDOT with an extremely diverse educational background and are recruited from differing candidate pools. Therefore, WSDOT has created the following job groups under the Service Maintenance job category:

Service Maintenance

Service Maintenance - WSF

WSDOT does not have employees serving in the Protective Services job category. Therefore, this category was not included.

AVAILABILITY ANALYSIS:

The Office of Federal Contract Compliance Programs (OFCCP) requires that an Eight Factor (Multi-Factor) Analysis be conducted for each EEOC job category. The purpose of the analysis is to determine the number of affected group members available for employment in each job group within a specific labor area, recruitment area or internal feeder jobs. Availability is defined as the percentage of affected group members in the recruitment area with the skills necessary for entry into a specific job group.

In order to compute the Eight Factor Analysis (Availability Analysis), the following factors were considered for each of the EEO job categories:

1. Population (for women—those actively seeking employment)
2. Unemployed workers
3. Civilian Labor Force
4. Requisite skills — Immediate labor area
5. Requisite skills — Recruitment Area
6. Promotables (within WSDOT)
7. Educational Institution Trainable
8. Training provided within WSDOT

Factors 1 through 5 and 7 are considered External Factors while Factors 6 and 8 are considered Internal Factors. Also, Factors 1, 2, and 3 involved weighting Washington counties for immediate labor area availability; Factor 4 involved weighting Washington counties, Washington State, and/or the United States for immediate labor area availability; and Factor 5 involved weighting Washington counties, Washington State, and/or the United States—by job groups— for recruitment area availability.

Raw availability statistics are collected for each factor in each job group. All factors must be considered, but only relevant factors are given value weight, as expressed in the “Availability: Reason for Value Weight” tables. The results are weighted statistics that are then summed by affected groups in each job group.

Finally, the Calculated Availability is compared with the availability for factors 4 and 5. If the Calculated Availability is less than these factors, the greater of the two factors will be used in lieu of the Calculated Availability. (For example: If the Calculated Availability for females in the Officials Administrators job group is 23.9% and the Requisite Skills in the recruiting area factor is 36.4%, the 36.4% is applied in lieu of the calculated 23.9%.)

Civilian Occupational Titles

Civilian Occupational Titles (COT) are used to determine availability for those factors requiring requisite skills—Factors 4 and 5. First, however, the jobs in each group are arranged by salary ranges and then grouped into clusters. The jobs in these clusters are then linked to COTs. Next, the percent of total of positions in each cluster is calculated. The percent of totals of the clustered COTs are then used to weight the availability of each COT for each affected group. Finally, the weighted amounts are totaled for each affected group resulting in their availability for that factor.

(For further clarification of this process, contact the WSDOT Office of Equal Opportunity or the Department of Personnel Workforce Diversity Unit.)

The Civilian Occupational Titles (COT) used to determine availability in each group requiring requisite skills are as follows:

Officials and Administrators

- Chief Executives and General Administrators, Public Administration
- Administrators and Officials, Public Administration
- Financial Managers
- Personnel and Labor Relations Managers
- Managers, Service Organizations, N.E.C.
- Managers and Administrators, N.E.C., Salaried

Managers

- Financial Managers
- Personnel and Labor Relations Specialists
- Purchasing Managers
- Managers, Service Organizations, N.E.C., Salaried
- Personnel, Training, and Labor Relations Specialists
- Civil Engineers
- Urban Planners

Paraprofessionals

- Secretaries
- Typists
- Corresponding Clerks
- Order Clerks
- Personnel Clerks, except Payroll and Timekeeping
- Records Clerks
- Payroll and Timekeeping Clerks
- Administrative Support Occupations, N.E.C

Paraprofessionals – WSF

- Secretaries
- Correspondence Clerks
- Order Clerks
- Records Clerks
- Cost and Rate Clerks
- Personnel Clerks, except Payroll and Timekeeping
- Bookkeepers, Accounting, and Auditing Clerks

Professional General

- Architects
- Chemical Engineers
- Chemists, except Biochemists

Geologists and Geodesists
Civil Engineers
Accountants and Auditors
Mechanical Engineers
Management Analysts
Personnel, Training, and Labor Relations Specialists
Inspectors and Compliance Officers, except Construction
Technical Writers
Financial Managers
Managers, Service Organizations, N.E.C.
Managers and Administrators, N.E.C., Salaried

Professional General – WSF

Accountants and Auditors
Other Financial Officers
Management Analysis
Information Clerks, N.E.C.
Electrical And Electronic Engineers
Mechanical Engineers
Marine and Naval Architects
Marine Engineers
Ship Captains and Mates, except Fishing Boats
Managers and Administrators, N.E.C., Salaried
Supervisors, Computer Equipment Operators

Professional General – Masters

Ship captains and mates, except fishing boats.

Professional General – Mates

Ship Captains and Mates, Except Fishing Boats

Professional General – Chief Engineer

Marine Engineers

Professional General – Assistant Chief

Marine Engineers

Professional General - Staff Chief

Managers and Administrators, N.E.C., Salaried
Marine Engineers

Professional Engineers

Civil
Mechanical
Surveyors and Mapping Scientists

Professional Engineers – WSF

Mechanical
Marine and Naval Architects
Marine Engineers

Clerical/Office

Supervisors, General Office
Secretaries
Personnel Clerks, except Payroll and Timekeeping
Bookkeepers, Accounting, and Auditing Clerks
Office Machine Operators, N.E.C.

Clerical/Office - WSF

Supervisors, General Office
Secretaries
Receptionists
Information Clerks
Bookkeepers, Accounting, and Auditing Clerks
Payroll and Timekeeping Clerks

Technicians

Managers, Service Organizations, N.E.C.
Drafting Occupations
Broadcast Equipment Operators
Communications Equipment Operators, N.E.C.

Technicians – WSF

Engineering Technicians, N.E.C.
Electronic Repairers, Communications & Industrial
Inspectors, Testers, and Graders

Skilled Crafts

Supervisors, Mechanics and Repairers
Supervisors, Construction, N.E.C.
Helpers, Mechanics and Repairers
Helpers, Construction Trades
Helpers, Extractive Occupations
Heavy Equipment Mechanics
Drillers, Earth
Truck Drivers
Grader, Dozer, and Scraper Operators

Skilled Crafts – WSF

Boilermakers
Sailors and Deckhands
Plumbers, Pipefitters and Steamfitters, except Apprentices

Sheet Metal Workers, except Apprentices

Service Maintenance

Truck Drivers

Bridge, Lock, and Lighthouse Tenders

Transportation, Communications, and other Public Services

Service Maintenance – WSF

Sailors and Deckhands

Cashiers

Janitors and Cleaners

Parking Lot Attendants

Vehicle Washers and Equipment Cleaners

Transportation, Communications, and other Public Services

UTILIZATION ANALYSIS:

The purpose of the Utilization Analysis is to determine whether or not affected group members are equitably represented in the workforce. The extent that affected group members are utilized is a function of comparing “What Is” (WSDOT’s workforce analysis) with “What Should Be” (the external labor force and internal availability). If the WSDOT workforce is below the availability, then goals can be set to reach parity in each job group for each affected group that is underutilized.

The workforce versus availability comparison is made using percentages for both state and federal reporting purposes. (For example, if WSDOT has 19.9% utilization of women in the Official Administrators job group and the availability is 38.1%, then WSDOT is underutilized by 18.2%. Further, 18.2% of 236 employees in the job group equates to 42.95 FTEs underutilized.)

GOALS

Goals are defined as, “the results towards which efforts are directed.” Goals are flexible targets for hiring and promoting affected group members in job groups where underutilization exists in an attempt to reach parity.

WSDOT affirmative action goals are set by:

1. Determining the anticipated vacancies by job group for each year of the plan period (FY2002-2006) at the local level. The attrition rate by job groups was not available. However, the expectation is that the anticipated vacancies method allows for consideration of statewide and local constraints and therefore provides more accurate goal projections.
2. Estimating the number of anticipated vacancies that will be affirmative action hires. Historical affirmative hires are used for this purpose.
3. Assigning goals to those affected groups that are underutilized in the various job groups. WSDOT does not attempt to attain parity during this plan period for those job groups where the lack of anticipated vacancies does not allow for a reasonable percentage of attempted affirmative action hires to non-affirmative action hires. For example, if underutilization results in a need for 110 affirmative action hires and the anticipated vacancies for that job group are only 110, WSDOT will consider a more reasonable goal percentage. In this example, WSDOT will set what it considers to be a good faith effort affirmative action goal.

INTERNAL MONITORING AND EVALUATION

The Internal Civil Rights Branch of the Office of Equal Opportunity (OEO) has been tasked with monitoring and reporting WSDOT's progress towards Equal Employment Opportunity in the workforce. To this end, the following monitoring and reporting system has been developed.

Quarterly Affirmative Action Report

Each quarter a report is prepared and sent to Executive and Senior Management using information from the Department of Personnel's Human Resources Information System. The report includes a current workforce profile, an analysis of WSDOT's progress toward achieving its Affirmative Action goals, and identification of problem areas and recommended corrective measures.

Applicant Tracking

WSDOT is unable to obtain applicant flow data at this time. WSDOT's applicant flow tracking system was inactivated prior to the year 2000 in an agency-wide attempt to mitigate possible Y2K problems. Attempts were made to obtain the data from the WSDOT Human Resources Office as well as from the Department of Personnel. The Department of Personnel is only able to supply applicant flow data by job class. Given the enormity of the job classes at WSDOT, this was not feasible.

WSDOT and the Department of Personnel Data Warehouse are developing a new system to collect applicant flow collection.

Annual Update

An Annual Update will be prepared and sent to the GAAPCom providing feedback on:

1. Efforts towards implementing GAAPCom recommendations;
2. Progress towards achievement of agency AA goals;
3. Progress towards the correction of problem areas; and,
4. General comments about the agency's EEO/AA program.

On-Going

Supervisors and managers are evaluated annually on their performance toward achieving WSDOT's Affirmative Action goals and their support of the EEO/AA program.

AGENCY PROFILE

POSITIONS BY JOB GROUPS

Officials Administrators

Administrator Board of Pilotage Commissioners

Architect, Supervisory - Transportation

EMS Band 3

EMS Band 4

EMS Band 5

Fleet Safety/Training Administrator - WSF

Secretary, Department of Transportation

Transportation Supervising Engineer

WMS Band 3

WMS Band 4

Managers

EMS Band 1
Environmental Planner 4
Equipment Assistant Manager - Transportation
Hydrogeologist 5
Maintenance Operations Superintendent
Maintenance Operations Staff Assistant
WMS Band 1
WMS Band 2

Paraprofessionals

Administrative Assistant 1
Administrative Assistant 2
Confidential Secretary - DOT
Confidential Secretary District 1
Confidential Secretary
Customer Services Specialist 2
Customer Services Specialist 4
Human Resource Consultant Assistant

Paraprofessionals - WSF

Buyer 3
Confidential Secretary
Contract Coordinator 1
Contract Coordinator 1
Dispatch Coordinator
Dispatcher
Inventory Agent
Maintenance Material Coordinator
Personnel Assistant 2
Purchasing Agent
Terminal Agent
Training Assistant

Professional Generals

Accountant 1
Accountant 2
Accountant 3
Administrative Assistant 3
Aeronautics Program Specialist
Architect 1
Architect 2
Audit Specialist 2 - Transportation
Audit Specialist 3 - Transportation
Audit Specialist 4 - Transportation
Audit Specialist 5 - Transportation
Budget Program Specialist 1
Budget Program Specialist 2
Budget Program Specialist 4
Cartographer 2
Chemist 2
Chemist 3
Claims Representative
College Career Graduate - Engineering Technology
College Career Graduate - Information Technology
Communications Systems Manager
Contracts Specialist 1
Contracts Specialist 2
Contracts Specialist 3
Electrical Inspector - Transportation
Electronics Engineering Manager
Electrical Engineer 3
Electrical Engineer 4
Engineer Geologist 1
Engineer Geologist 2
Environmental Specialist 2
Equipment Analyst 2
Equipment Analyst 3
Exec Fellow 1
Facilities Senior Planner
Facility Services Coordinator 2
Facilities Planner
Fin Supervisor Transportation

Fiscal Analyst 1 Transportation
Fiscal Anal 2 Transportation
Fiscal Management Anaylst 1
Forms/Records Analyst 1
Forms/Records Analyst 2
Grant Management Analyst 1
Human Resource Consultant 1
Human Resource Consultant 2
Human Resource Consultant 3
Industrial Hygienist 3
Information Technology Applications Specialist 1
Information Technology Applications Specialist 2
Information Technology Applications Specialist 3
Information Technology Applications Specialist 4
Information Technology Systems/Applications Specialist 6
Information Technology Systems Specialist
Information Technology Systems Specialist 1
Information Technology Systems Specialist 2
Information Technology Systems Specialist 3
Information Technology Systems Specialist 4
Information Technology Systems Specialist 5
Land Architect 1
Land Architect 2
Land Designer 1
Land Designer 2
Land Designer 3
Library Information Associate
Management Analyst 2
Management Analyst 3
Photogrammetrist 1
Photogrammetrist 2
Photogrammetrist Supervisor
Public Information Officer 1
Public Information Officer 2
Public Information Officer 3
Right of Way Agent 1
Right of Way Agent 2
Right of Way Agent 3
Right of Way Agent 4
Right of Way Agent 5
Safety Program Manager
Supply Officer 1
Supply Officer 2
Technical Writer

Tort Claim Investigator 1
Tort Claim Investigator 2
Traffic Systems Operations Specialist 3
Transportation Planning Specialist 1
Transportation Planning Specialist 2
Transportation Planning Specialist 3
Transportation Planning Specialist 4
Transportation Planning Specialist 5

Professional Generals - WSF

Budget Program Specialist 3
Customer Services Specialist Marine
Electrical Engineer 4
Information Technology Applications Specialist 5
Marine Operations Watch Supervisor
Marine Designer
Marine Electrical Engineer
Marine Engineer
Marine Mechanical Engineer
Marine Project Engineer
Naval Architect 1
On-Call Mate
Records Management Supervisor
Safety Officer 1
Shipyard Construction Estimator
Senior Marine Engineer
Transportation Planning Specialist 3
Transportation Planning Specialist 4

Professional Generals - Masters

Master

Professional Generals - Mates

Chief Mate

Second Mate

Professional Generals - Chief Engineers

Chief Engineer

Relief Engineer

Professional Generals - Assistant Chiefs

Assistant Engineer

Temporary Assistant Engineer

Professional Generals - Staff Chiefs

Staff Chief

Professional Engineers

Bridge Engineer 5 Senior Structural
Bridge Engineer Supervisor 1
Bridge Engineer 1
Bridge Engineer 2
Bridge Engineer 3
Bridge Engineer 4
Civil Engineer 4
Electronic Design Engineer
Transportation Engineer 1
Transportation Engineer 2
Transportation Engineer 3
Transportation Engineer 4
Transportation Engineer 5
Transportation Technical Engineer 5
Associate Marine Engineer
Vessel Project Engineer

Professional Engineers - WSF

Associate Marine Engineer
Bridge Engineer 4
Transportation Engineer 2
Transportation Engineer 3
Transportation Engineer 4
Transportation Technical Engineer
Vessel Project Engineer

Clerical Office

Fiscal Technician 1
Office Machine Operator
Office Support Supervisor 1
Office Support Supervisor 2
Office Assistant
Office Assistant Lead
Office Assistant Senior
Office Trainee
Secretary Administrative
Secretary Supervisor
Secretary
Secretary Lead
Secretary Senior
Word Processing Operator Lead
Word Processing Supervisor 2

Clerical Office - WSF

Accounting Assistant 2
Accounting Assistant 3
Administrative Services Specialist
Buyer 1
Coordinator
Customer Information Specialist
Document Control Specialist
Information Agent
Payroll Assistant 1
Payroll Assistant 2
Payroll Assistant 3
Purchasing Assistant
Receptionist
Secretary Administrative
Secretary
Secretary Floater
Staff Aide
Stock Clerk
Word Processing Specialist

Technicians

Avalanche Control Trainee
Avalanche Control Technician
Communications Specialist-Transportation
Computer Operator 2
Data Processing Supervisor 4
Electronics Supervisor - Transportation
Engineer Aide 1
Graph Design Program Manager
Graph Designer 2
Graphic Designer 1
Information Technology Intern
Information Technology Technician 1
Information Technology Technician 2
Information Technology Trainee
Law Enforcement Equipment Technician 1
Photographic Technician 2
Photogrammetric Technician
Photographer, Aerial
Publications Specialist
Radio Operator
Reproduction Supervisor 1
Safety Off Assistant
Supply Control Technician
Traffic Signal Technician 2
Traffic Signal Technician 3
Traffic Systems Operations Specialist 1
Traffic Systems Operations Specialist 2
Traffic Signal Supervisor
Transportation Planning Technician 1
Transportation Planning Technician 2
Transportation Planning Technician 3
Transportation Technician 1
Transportation Technician 2
Transportation Technician 3
Transportation System Technician A
Transportation System Technician B
Transportation System Technician C

Technicians - WSF

Electronic Communications Systems Technician-Field
Inspector Specialist Marine
Information Technology Technician 2
Transportation Technician 2
Transportation Technician 3

Skilled Crafts

Bindery Worker
Carpenter
Construction & Maintenance Supervisor
Drill Field Inspector Geotechnical
Driller Helper Geotechnical
Driller Geotechnical
Electronic Parts Specialist
Equipment Mechanic 1 Transportation
Equipment Mechanic 2 Transportation
Equipment Mechanic 2
Equipment Mechanical Supervisor 1
Equipment Mechanical Supervisor 2
Equipment Parts Specialist 1
Equipment Parts Specialist 2
Equipment Shop Assistant
Ferry Operator
Ferry Operator, Senior
Ferry Operator Assistant
Field Exploration Supervisor - Geotechnical
Machinist Transportation
Maintenance Lead Technician
Maintenance Specialist Transportation
Maintenance Supervisor
Maintenance Supervisor, Bridge
Maintenance Technician 1
Maintenance Technician 1, Bridge
Maintenance Technician 2
Maintenance Technician 2, Bridge
Maintenance Technician 3
Maintenance Trainee
Maintenance Lead Technician, Bridge
Maintenance Specialist, Suspension Bridge
Maintenance Supervisor, Float Bridge
Maintenance Supervisor, Suspension Bridge
Maintenance Lead Technician, Suspension Bridge
Offset Duplicator Operator 2
Plant Manager 1
Plant Manager 2
Shop Assistant Transportation

Sign Fabricator Lead
Sign Fabricator
Sign Installation Specialist 1
Sign Installation Specialist 2
Sign Shop Manager
Senior Telecommunications Specialist
Truck Driver 1
Tunnel Maintenance Supervisor
Warehouse Worker
Warehouse Worker 2

Skilled Crafts - WSF

Able-bodied Seaman
Boilermaker
Boilermaker Foreman
Boilermaker Lead
Marine Mechanical or Hull Section Supervisor
Oiler
Purser
Shipwright
Shipwright Foreman
Shipwright Lead
Electrician
Electrician Foreman
Electrician Lead
Machinist
Machinist Foreman
Machinist Lead
Pipefitter
Pipefitter Foreman
Pipefitter Lead
Relief Ticket Seller
Sheetmetal Foreman
Sheetmetal Lead
Sheetmetal Worker
Shoregang
Shoregang Foreman
Shoregang Lead
Storekeeper
Storekeeper Foreman
Truckdriver
Truckdriver Lead
Yard Oiler

Service Maintenance

Bridge Tender
Caretaker
Custodian
Driver Mail Carrier
General Repairer
Laborer
Rest Area Attendant - Transportation
Trades Helper

Service Maintenance - WSF

General Foreman
Insulation Worker
Insulation Foreman
Insulation Lead
Janitor
Janitor Foreman
Janitor-Graveyard
On-call Deck
On-call Terminal
Ordinary Seaman
Terminal Attendant
Ticket Seller/A
Ticket Seller/P
Ticket Taker
Wiper

Job Group Numbers

#	Job Group
10	Officials Administrators
11	Managers
20	Paraprofessionals
21	Paraprofessionals –WSF
30	Professional Generals
31	Professional Generals – WSF
32	Professional Generals – Masters
33	Professional Generals – Mates
34	Professional Generals – Chief Engineers
35	Professional Generals – Assistant Chiefs
36	Professional Generals – Staff Chiefs
37	Professional Engineers
38	Professional Engineers – WSF
40	Clerical Office
41	Clerical Office - WSF
50	Technicians
51	Technicians - WSF
60	Skilled Crafts
61	Skilled Crafts - WSF
70	Service Maintenance
71	Service Maintenance - WSF

Washington State Department of Transportation Workforce Profile 1

12-Oct-01

Institution/Agency-wide Totals by Job Group

EEO, Group and Title		Total All	Total Male	Total Female	Total Minority	Black M	Black F	Hisp M	Hisp F	Asian M	Asian F	Native American M	Native American F	Non Minority M	Non Minority F	Disabled	Vietnam Veteran	Disabled Vet	Over 40
1 0	#	236.00	189.00	47.00	19.00	3.00	2.00	2.00	1.00	6.00	1.00	4.00	0.00	174.00	43.00	11.00	21.00	5.00	208.00
Officials and Administrat	%	100.0%	80.1%	19.9%	8.1%	1.3%	0.8%	0.8%	0.4%	2.5%	0.4%	1.7%	0.0%	73.7%	18.2%	4.7%	8.9%	2.1%	88.1%
1 1	#	369.00	297.00	72.00	33.00	6.00	1.00	5.00	2.00	14.00	4.00	0.00	1.00	272.00	64.00	19.00	42.00	3.00	286.00
Managers	%	100.0%	80.5%	19.5%	8.9%	1.6%	0.3%	1.4%	0.5%	3.8%	1.1%	0.0%	0.3%	73.7%	17.3%	5.1%	11.4%	0.8%	77.5%
2 0	#	43.00	2.00	41.00	7.00	0.00	1.00	0.00	1.00	0.00	3.00	0.00	2.00	2.00	34.00	5.00	0.00	0.00	28.00
Paraprofessionals	%	100.0%	4.7%	95.3%	16.3%	0.0%	2.3%	0.0%	2.3%	0.0%	7.0%	0.0%	4.7%	4.7%	79.1%	11.6%	0.0%	0.0%	65.1%
2 1	#	61.00	31.00	30.00	7.00	3.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	26.00	28.00	0.00	1.00	1.00	48.00
Paraprofessionals - WS	%	100.0%	50.8%	49.2%	11.5%	4.9%	0.0%	0.0%	0.0%	1.6%	1.6%	1.6%	1.6%	42.6%	45.9%	0.0%	1.6%	1.6%	78.7%
3 0	#	758.00	448.00	310.00	86.00	8.00	12.00	7.00	10.00	22.00	16.00	4.00	7.00	407.00	265.00	43.00	64.00	6.00	498.00
Professional - Generals	%	100.0%	59.1%	40.9%	11.3%	1.1%	1.6%	0.9%	1.3%	2.9%	2.1%	0.5%	0.9%	53.7%	35.0%	5.7%	8.4%	0.8%	65.7%
3 1	#	58.00	39.00	19.00	7.00	1.00	0.00	0.00	0.00	1.00	3.00	2.00	0.00	35.00	16.00	4.00	5.00	5.00	41.00
Professional - Generals,	%	100.0%	67.2%	32.8%	12.1%	1.7%	0.0%	0.0%	0.0%	1.7%	5.2%	3.4%	0.0%	60.3%	27.6%	6.9%	8.6%	8.6%	70.7%
3 2	#	83.00	80.00	3.00	2.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	78.00	3.00	0.00	7.00	1.00	81.00
Professional - Generals,	%	100.0%	96.4%	3.6%	2.4%	1.2%	0.0%	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	94.0%	3.6%	0.0%	8.4%	1.2%	97.6%
3 3	#	94.00	84.00	10.00	9.00	4.00	0.00	1.00	0.00	4.00	0.00	0.00	0.00	75.00	10.00	3.00	6.00	2.00	73.00
Professional - Generals,	%	100.0%	89.4%	10.6%	9.6%	4.3%	0.0%	1.1%	0.0%	4.3%	0.0%	0.0%	0.0%	79.8%	10.6%	3.2%	6.4%	2.1%	77.7%
3 4	#	75.00	75.00	0.00	3.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	72.00	0.00	1.00	14.00	2.00	75.00
Professional - Generals,	%	100.0%	100.0%	0.0%	4.0%	0.0%	0.0%	2.7%	0.0%	0.0%	0.0%	1.3%	0.0%	96.0%	0.0%	1.3%	18.7%	2.7%	100.0%
3 5	#	76.00	74.00	2.00	6.00	3.00	0.00	0.00	0.00	2.00	0.00	1.00	0.00	68.00	2.00	2.00	3.00	0.00	67.00
Professional - Generals,	%	100.0%	97.4%	2.6%	7.9%	3.9%	0.0%	0.0%	0.0%	2.6%	0.0%	1.3%	0.0%	89.5%	2.6%	2.6%	3.9%	0.0%	88.2%
3 6	#	25.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00	0.00	2.00	0.00	25.00
Professional - Generals,	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	8.0%	0.0%	100.0%

Washington State Department of Transportation

Workforce Profile 1

12-Oct-01

Institution/Agency-wide Totals by Job Group

EEO, Group and Title		Total All	Total Male	Total Female	Total Minority	Black M	Black F	Hisp M	Hisp F	Asian M	Asian F	Native American M	Native American F	Non Mihority M	Non Mihority F	Disabled	Vietnam Veteran	Disabled Vet	Over 40
3 7	#	1400.00	1168.00	232.00	168.00	9.00	4.00	32.00	3.00	92.00	18.00	9.00	1.00	1026.00	206.00	53.00	143.00	11.00	848.00
Professional - Engineers	%	100.0%	83.4%	16.6%	12.0%	0.6%	0.3%	2.3%	0.2%	6.6%	1.3%	0.6%	0.1%	73.3%	14.7%	3.8%	10.2%	0.8%	60.6%
3 8	#	25.00	23.00	2.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	23.00	1.00	0.00	8.00	0.00	22.00
Professional - Engineers	%	100.0%	92.0%	8.0%	4.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	92.0%	4.0%	0.0%	32.0%	0.0%	88.0%
4 0	#	308.00	24.00	284.00	36.00	2.00	6.00	0.00	6.00	2.00	13.00	0.00	7.00	20.00	252.00	24.00	4.00	3.00	200.00
Clerical/Office	%	100.0%	7.8%	92.2%	11.7%	0.6%	1.9%	0.0%	1.9%	0.6%	4.2%	0.0%	2.3%	6.5%	81.8%	7.8%	1.3%	1.0%	64.9%
4 1	#	54.00	8.00	46.00	14.00	1.00	6.00	1.00	0.00	1.00	3.00	1.00	1.00	4.00	36.00	2.00	1.00	1.00	34.00
Clerical/Office - WSF	%	100.0%	14.8%	85.2%	25.9%	1.9%	11.1%	1.9%	0.0%	1.9%	5.6%	1.9%	1.9%	7.4%	66.7%	3.7%	1.9%	1.9%	63.0%
5 0	#	762.00	565.00	197.00	83.00	13.00	7.00	12.00	3.00	27.00	10.00	6.00	5.00	507.00	172.00	43.00	62.00	7.00	441.00
Technicians	%	100.0%	74.1%	25.9%	10.9%	1.7%	0.9%	1.6%	0.4%	3.5%	1.3%	0.8%	0.7%	66.5%	22.6%	5.6%	8.1%	0.9%	57.9%
5 1	#	16.00	15.00	1.00	2.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	14.00	0.00	3.00	5.00	1.00	14.00
Technicians - WSF	%	100.0%	93.8%	6.3%	12.5%	6.3%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	87.5%	0.0%	18.8%	31.3%	6.3%	87.5%
6 0	#	1266.00	1201.00	65.00	91.00	14.00	0.00	35.00	2.00	8.00	0.00	30.00	2.00	1114.00	61.00	69.00	145.00	11.00	969.00
Skilled Crafts	%	100.0%	94.9%	5.1%	7.2%	1.1%	0.0%	2.8%	0.2%	0.6%	0.0%	2.4%	0.2%	88.0%	4.8%	5.5%	11.5%	0.9%	76.5%
6 1	#	530.00	472.00	58.00	70.00	15.00	1.00	6.00	1.00	23.00	3.00	17.00	4.00	411.00	49.00	21.00	20.00	6.00	401.00
Skilled Crafts - WSF	%	100.0%	89.1%	10.9%	13.2%	2.8%	0.2%	1.1%	0.2%	4.3%	0.6%	3.2%	0.8%	77.5%	9.2%	4.0%	3.8%	1.1%	75.7%
7 0	#	90.00	58.00	32.00	14.00	5.00	0.00	3.00	0.00	2.00	2.00	2.00	0.00	46.00	30.00	4.00	4.00	0.00	53.00
Service/Maintenance	%	100.0%	64.4%	35.6%	15.6%	5.6%	0.0%	3.3%	0.0%	2.2%	2.2%	2.2%	0.0%	51.1%	33.3%	4.4%	4.4%	0.0%	58.9%
7 1	#	648.00	395.00	253.00	105.00	25.00	10.00	19.00	3.00	16.00	12.00	9.00	11.00	326.00	217.00	29.00	17.00	4.00	402.00
Service/Maintenance -	%	100.0%	61.0%	39.0%	16.2%	3.9%	1.5%	2.9%	0.5%	2.5%	1.9%	1.4%	1.7%	50.3%	33.5%	4.5%	2.6%	0.6%	62.0%

Washington State Department of Transportation

Workforce Profile 1

12-Oct-01

Institution/Agency-wide Totals by Job Group

EEO, Group and Title	Total All	Total Male	Total Female	Total Minority	Black M	Black F	Hisp M	Hisp F	Asian M	Asian F	Native American M	Native American F	Non Minority M	Non Minority F	Disabled	Vietnam Veteran	Disabled Vet	Over 40
Totals:	# 6977.00	5273.00	1704.00	763.00	114.00	51.00	125.00	32.00	222.00	90.00	87.00	42.00	4725.00	1489.00	336.00	574.00	69.00	4814.00
	% 100.0%	75.6%	24.4%	10.9%	1.6%	0.7%	1.8%	0.5%	3.2%	1.3%	1.2%	0.6%	67.7%	21.3%	4.8%	8.2%	1.0%	69.0%

Workforce Analysis - Agency Profile

Agency Washington State Department of Transportation
Division/Statewide Statewide Permanent Employees

Current Employees	Total Employees	Non-Minority	African American	American Indian	Asian-Pacific	Hispanic	Total Minorities	Female	Vietnam Era Veteran	Disabled Veteran	Disabled
Numbers	6977	6214	165	129	312	157	763	1704	574	69	336
Percent	100.0%	89.1%	2.4%	1.8%	4.5%	2.3%	10.9%	24.4%	8.2%	1.0%	4.8%
# Of Male	5273	4725	114	87	222	125	548				
# Of Female	1704	1489	51	42	90	32	215				
% Of Male	75.6%	76.0%	69.1%	67.4%	71.2%	79.6%	71.8%				
% Of Female	24.4%	24.0%	30.9%	32.6%	28.8%	20.4%	28.2%				

Workforce Analysis - Agency Profile

Agency Washington State Department of Transportation
Division/Statewide Statewide Temporary Employees

Current Employees	Total Employees	Non-Minority	African American	American Indian	Asian-Pacific	Hispanic	Total Minorities	Female	Vietnam Era Veteran	Disabled Veteran	Disabled
Numbers	470	430	13	4	10	13	40	144	14	1	5
Percent	100.0%	91.5%	2.8%	0.9%	2.1%	2.8%	8.5%	30.6%	3.0%	0.2%	1.1%
# Of Male	326	299	9	4	6	8	27				
# Of Female	144	131	4	0	4	5	13				
% Of Male	69.4%	69.5%	69.2%	100.0%	60.0%	61.5%	67.5%				
% Of Female	30.6%	30.5%	30.8%	0.0%	40.0%	38.5%	32.5%				

Workforce Analysis Agency Profile

Agency Washington State Department of Transportation

Division/Statewide Statewide Seasonal Employees

Current Employees	Total Employees	Non-Minority	African American	American Indian	Asian-Pacific	Hispanic	Total Minorities	Female	Vietnam Era Veteran	Disabled Veteran	Disabled
Numbers	56	56	0	0	0	0	0	10	1	0	0
Percent	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.9%	1.8%	0.0%	0.0%
# Of Male	46	46	0	0	0	0	0				
# Of Female	10	10	0	0	0	0	0				
% Of Male	82.1%	82.1%	0.0%	0.0%	0.0%	0.0%	0.0%				
% Of Female	17.9%	17.9%	0.0%	0.0%	0.0%	0.0%	0.0%				

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JOB GROUP	Raw Statistics										Weighted Factor									
	Total People	African American	American Indian	Asian	Hispanic	Total Minority	Female	Vietnam Era Vet	Disabled Veteran	Disabled	Value Weight	African American	American Indian	Asian	Hispanic	Total Minority	Female	Vietnam Era Vet	Disabled Veteran	Disabled
Officials Admin.	236	2.1%	1.7%	3.0%	1.3%	8.0%	19.9%	8.9%	2.1%	4.7%	3.4%	0.1%	0.1%	0.1%	0.0%	0.3%	0.7%	0.3%	0.1%	0.2%
Managers	369	1.9%	0.3%	4.9%	1.9%	8.9%	19.5%	11.4%	0.8%	5.2%	5.3%	0.1%	0.0%	0.3%	0.1%	0.5%	1.0%	0.6%	0.0%	0.3%
Paraprofessionals	43	2.3%	4.7%	7.0%	2.3%	16.3%	95.3%	0.0%	0.0%	11.6%	0.6%	0.0%	0.0%	0.0%	0.0%	0.1%	0.6%	0.0%	0.0%	0.1%
Paraprof - WSF	61	4.9%	3.3%	3.3%	0.0%	11.5%	49.2%	1.6%	1.6%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.1%	0.4%	0.0%	0.0%	0.0%
Prof Generals	758	2.6%	1.4%	5.0%	2.2%	11.3%	40.9%	8.4%	8.0%	5.7%	10.9%	0.3%	0.2%	0.5%	0.2%	1.2%	4.4%	0.9%	0.9%	0.6%
Prof Generals - WSF	58	1.7%	3.4%	6.9%	0.0%	12.1%	32.8%	8.6%	8.6%	6.9%	0.8%	0.2%	0.4%	0.7%	0.0%	1.3%	3.6%	0.9%	0.9%	0.7%
Prof Gen - Mstrs	83	1.2%	0.0%	1.2%	0.0%	2.4%	3.6%	8.4%	1.2%	0.0%	1.2%	0.1%	0.0%	0.1%	0.0%	0.3%	0.4%	0.9%	0.1%	0.0%
Prof Gen - Mates	94	4.3%	0.0%	4.3%	1.1%	9.6%	10.6%	6.4%	2.1%	3.2%	1.3%	0.5%	0.0%	0.5%	0.1%	1.0%	1.2%	0.7%	0.2%	0.3%
Prof Gen - Chf Engr	75	0.0%	1.3%	0.0%	2.7%	4.0%	0.0%	18.7%	2.7%	1.3%	1.1%	0.0%	0.1%	0.0%	0.3%	0.4%	0.0%	2.0%	0.3%	0.1%
Prof Gen - Asst Chief	76	4.0%	1.3%	2.6%	0.0%	7.9%	2.6%	4.0%	0.0%	2.6%	1.1%	0.4%	0.1%	0.3%	0.0%	0.9%	0.3%	0.4%	0.0%	0.3%
Prof Gen - Staff Chief	25	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%
Prof Engineers	1400	90.0%	70.0%	7.9%	2.5%	12.0%	16.6%	10.2%	80.0%	3.8%	20.1%	9.8%	7.6%	0.9%	0.3%	1.3%	1.8%	1.1%	8.7%	0.4%
Prof Engineers - WSF	25	4.0%	0.0%	0.0%	0.0%	4.0%	8.0%	32.0%	0.0%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	0.4%	0.9%	3.5%	0.0%	0.0%
Clerical/Office	308	2.6%	2.3%	4.9%	2.0%	11.7%	92.2%	1.3%	1.0%	7.8%	4.4%	0.3%	0.3%	0.5%	0.2%	1.3%	10.1%	0.1%	0.1%	0.9%
Clerical/Office - WSF	54	13.0%	3.7%	7.4%	1.9%	25.9%	85.2%	1.9%	1.9%	3.7%	0.8%	1.4%	0.4%	0.8%	0.2%	2.8%	9.3%	0.2%	0.2%	0.4%
Technicians	762	2.6%	1.4%	4.9%	2.0%	10.9%	25.9%	8.1%	90.0%	5.6%	10.9%	0.3%	0.2%	0.5%	0.2%	1.2%	2.8%	0.9%	9.8%	0.6%
Technicians - WSF	16	6.3%	0.0%	6.3%	0.0%	12.5%	6.3%	31.3%	6.3%	18.8%	0.2%	0.7%	0.0%	0.7%	0.0%	1.4%	0.7%	3.4%	0.7%	2.1%
Skilled Craft	1266	1.1%	2.5%	0.6%	2.9%	7.2%	5.1%	11.5%	0.9%	5.4%	18.1%	0.1%	0.3%	0.1%	0.3%	0.8%	0.6%	1.3%	0.1%	0.6%
Skilled Craft - WSF	530	3.0%	4.0%	4.9%	1.3%	13.2%	10.9%	3.8%	1.1%	4.0%	7.6%	0.3%	0.4%	0.5%	0.1%	1.4%	1.2%	0.4%	0.1%	0.4%
Service Maintenance	90	5.6%	2.2%	4.4%	3.3%	15.6%	35.6%	4.4%	0.0%	4.4%	1.3%	0.1%	0.0%	0.1%	0.0%	0.2%	0.5%	0.1%	0.0%	0.1%
Service Maint - WSF	648	5.4%	3.1%	4.3%	3.4%	16.2%	39.0%	2.6%	0.6%	4.5%	9.3%	0.1%	0.0%	0.1%	0.0%	0.2%	0.5%	0.0%	0.0%	0.1%
TOTAL AGENCY	6977																			
Composite Availability %											100.0%	15.2%	10.1%	6.7%	2.3%	17.1%	40.8%	18.7%	22.3%	8.1%

Washington State Department of Transportation

Utilization Analysis

Job Group		Total Staff	Total Minority		Total Female		Underutilized	
			WF %	Available %	WF %	Available %	Minority	Female
1 0	Officials and Administrators	236	8.1%	13.6%	19.9%	38.1%	Y	Y
1 1	Managers	369	8.9%	14.9%	19.5%	42.8%	Y	Y
2 0	Paraprofessionals	43	16.3%	13.1%	95.3%	92.7%	N	N
2 1	Paraprofessionals - WSF	61	11.5%	11.3%	49.2%	93.6%	N	Y
3 0	Professional - Generals	758	11.3%	17.4%	40.9%	47.8%	Y	Y
3 1	Professional - Generals, WSF	58	12.1%	10.8%	32.8%	40.5%	N	Y
3 2	Professional - Generals, Masters	83	2.4%	7.2%	3.6%	3.9%	Y	Y
3 3	Professional - Generals, Mates	94	9.6%	7.2%	10.6%	3.9%	N	N
3 4	Professional - Generals, Chief Engineers	75	4.0%	0.7%	0.0%	0.7%	N	Y
3 5	Professional - Generals, Asst Chiefs	76	7.9%	0.7%	2.6%	0.7%	N	N
3 6	Professional - Generals, Staff Chiefs	25	0.0%	7.1%	0.0%	34.0%	Y	Y
3 7	Professional - Engineers	1400	12.0%	14.5%	16.6%	17.4%	Y	Y
3 8	Professional - Engineers, WSF	25	4.0%	11.5%	8.0%	12.4%	Y	Y
4 0	Clerical/Office	308	11.7%	10.9%	92.2%	93.2%	N	Y
4 1	Clerical/Office - WSF	54	25.9%	51.7%	85.2%	99.4%	Y	Y
5 0	Technicians	762	10.9%	15.6%	25.9%	27.8%	Y	Y
5 1	Technicians - WSF	16	12.5%	15.3%	6.3%	27.4%	Y	Y
6 0	Skilled Crafts	1266	7.2%	9.7%	5.1%	14.9%	Y	Y
6 1	Skilled Crafts - WSF	530	13.2%	15.1%	10.9%	5.9%	Y	N
7 0	Service/Maintenance	90	15.6%	12.2%	35.6%	24.7%	N	N
7 1	Service/Maintenance - WSF	648	16.2%	23.4%	39.0%	50.5%	Y	Y

Total: 6977

AFFIRMATIVE ACTION GOALS
FY2002-2006

Job Category	African American	American Indian	Asian	Hispanic	Female	Vietnam-era Veteran	Disabled Veteran	Person w/ Disability	Totals
Off/Admin	2	0	2	3	16	0	1	2	26
Manager	5	2	0	3	27	0	4	3	44
Paraprofessional	0	0	0	0	0	3	1	0	4
Prof General	10	0	3	5	36	1	2	7	64
Prof Gen - WSF	0	0	0	1	2	0	0	0	3
Prof Engineer	10	1	1	7	11	1	5	13	49
Prof Eng - WSF	0	0	2	0	1	0	0	0	3
Clerical Office	0	0	0	0	3	8	0	9	20
Technician	9	0	16	6	15	6	3	9	64
Tech - WSF	0	0	0	0	1	0	0	0	1
Skilled Craft	10	0	6	1	30	0	3	7	57
Svc Maint	0	0	0	0	0	2	2	1	5
Totals	46	3	30	26	142	21	21	51	340

AFFIRMATIVE ACTION GOALS
FY2002

Job Category	African American	American Indian	Asian	Hispanic	Female	Vietnam-era Veteran	Disabled Veteran	Person w/ Disability	Totals
Off/Admin	0	0	0	0	6	0	0	0	6
Manager	2	0	0	0	7	0	1	1	11
Paraprofessional	0	0	0	0	0	1	0	0	1
Prof General	1	0	1	1	12	0	1	1	17
Prof Gen - WSF	0	0	0	0	1	0	0	0	1
Prof Engineer	2	0	0	1	3	1	0	3	10
Prof Eng - WSF	0	0	0	0	0	0	0	0	0
Clerical Office	0	0	0	0	1	1	0	2	4
Technician	2	0	2	0	3	2	1	1	11
Tech - WSF	0	0	0	0	0	0	0	0	0
Skilled Craft	4	0	1	1	7	0	1	2	16
Svc Maint	0	0	0	0	0	1	1	0	2
Totals	11	0	4	3	40	6	5	10	79

AFFIRMATIVE ACTION GOALS
FY2003

Job Category	African American	American Indian	Asian	Hispanic	Female	Vietnam-era Veteran	Disabled Veteran	Person w/ Disability	Totals
Off/Admin	2	0	0	2	5	0	0	1	10
Manager	1	1	0	0	4	0	1	0	7
Paraprofessional	0	0	0	0	0	1	0	0	1
Prof General	6	0	1	1	10	0	0	2	20
Prof Gen - WSF	0	0	0	1	0	0	0	0	1
Prof Engineer	33	0	1	4	2	0	1	3	44
Prof Eng - WSF	0	0	0	0	1	0	0	0	1
Clerical Office	0	0	0	0	1	1	0	1	3
Technician	3	0	3	2	3	1	0	2	14
Tech - WSF	0	0	0	0	0	0	0	0	0
Skilled Craft	2	0	1	0	6	0	1	1	11
Svc Maint	0	0	0	0	0	0	1	1	2
Totals	47	1	6	10	32	3	4	11	114

AFFIRMATIVE ACTION GOALS
FY2004

Job Category	African American	American Indian	Asian	Hispanic	Female	Vietnam-era Veteran	Disabled Veteran	Person w/ Disability	Totals
Off/Admin	0	0	1	0	1	0	1	0	3
Manager	0	1	0	1	5	0	0	2	9
Paraprofessional	0	0	0	0	0	0	1	0	1
Prof General	0	0	1	0	6	0	0	1	8
Prof Gen - WSF	0	0	0	0	0	0	0	0	0
Prof Engineer	3	1	0	2	2	0	2	1	11
Prof Eng - WSF	0	0	1	0	0	0	0	0	1
Clerical Office	0	0	0	0	1	2	0	3	6
Technician	0	0	4	2	3	1	1	2	13
Tech - WSF	0	0	0	0	1	0	0	0	1
Skilled Craft	2	0	1	0	6	0	0	1	10
Svc Maint	0	0	0	0	0	1	0	0	1
Totals	5	2	8	5	25	4	5	10	64

AFFIRMATIVE ACTION GOALS
FY2005

Job Category	African American	American Indian	Asian	Hispanic	Female	Vietnam-era Veteran	Disabled Veteran	Person w/ Disability	Totals
Off/Admin	0	0	0	1	1	0	0	0	2
Manager	1	0	0	2	6	0	1	0	10
Paraprofessional	0	0	0	0	0	0	0	0	0
Prof General	2	0	0	2	4	0	0	0	8
Prof Gen - WSF	0	0	0	0	0	0	0	0	0
Prof Engineer	0	0	0	0	2	0	1	2	5
Prof Eng - WSF	0	0	0	0	0	0	0	0	0
Clerical Office	0	0	0	0	0	2	0	0	2
Technician	3	0	4	2	3	1	1	2	16
Tech - WSF	0	0	0	0	0	0	0	0	0
Skilled Craft	1	0	2	0	8	0	1	1	13
Svc Maint	0	0	0	0	0	0	0	0	0
Totals	7	0	6	7	24	3	4	5	56

AFFIRMATIVE ACTION GOALS
FY2006

Job Category	African American	American Indian	Asian	Hispanic	Female	Vietnam-era Veteran	Disabled Veteran	Person w/ Disability	Totals
Off/Admin	0	0	1	0	3	0	0	1	5
Manager	1	0	0	0	5	0	1	0	7
Paraprofessional	0	0	0	0	0	1	0	0	1
Prof General	1	0	0	1	4	1	1	3	11
Prof Gen - WSF	0	0	0	0	1	0	0	0	1
Prof Engineer	2	0	0	0	2	0	1	4	9
Prof Eng - WSF	0	0	1	0	0	0	0	0	1
Clerical Office	0	0	0	0	0	2	0	3	5
Technician	1	0	3	0	3	1	0	2	10
Tech - WSF	0	0	0	0	0	0	0	0	0
Skilled Craft	1	0	1	0	3	0	0	2	7
Svc Maint	0	0	0	0	0	0	0	0	0
Totals	6	0	6	1	21	5	3	15	57

JOB GROUP PROFILES

OFFICIALS ADMINISTRATORS

The Officials Administrators job group includes job classes in which employees set broad policies, exercise overall responsibility for execution of these policies, or provide specialized consultation on a regional, district, or area basis. The job group is located statewide and has a statewide/nationwide recruitment area and includes classes which are the pinnacle of several career ladders in the department.

MANAGERS

The Managers job group includes the middle-management ranks of the department. This replaces the Washington Management Services (WMS) job group in the prior affirmative action plan based on recommendations from the department's Diversity Advisory Group.

There was consensus that many jobs in the Washington Management Service in WSDOT fall in the Officials Administrators job group. Consequently, WMS-3 and WMS-4 jobs were placed in the Officials Administrators group and EMS-1 and EMS-2 jobs were included in this job group. The opportunities, salaries, and job content of WSDOT WMS jobs lend themselves to two different job groups. Specifically, the greater number of WMS-1 and WMS-2 jobs do not have clear opportunities into the WMS-3 and WMS-4 jobs, nor do EMS-1 and EMS-2 jobs lend themselves to normal opportunities in the EMS-3, EMS-4, and EMS-5 jobs.

PARAPROFESSIONALS

The Paraprofessionals job group includes job classes that require college training and/or work experience in business or public administration, or related fields. The job group has a statewide recruitment area.

The Confidential Secretary jobs, previously in the Clerical Office job group, have been moved to this job group. The opportunities and salaries for these jobs are a closer match to the Paraprofessional job category.

PARAPROFESSIONALS - WSF

The Para-Professionals - WSF job group includes job classes at the Washington State Ferries covered by collective bargaining agreements and require promotional-only hiring based on strict seniority and a bid system. This job group includes:

Accountants & Payroll Coordinators

Buyers

Dispatchers

Inventory & Purchasing Agents

Relief Agents

Terminal Agents

Goals were not established for this job group.

PROFESSIONAL GENERALS

The Professional Generals job group includes job classes which require college training and/or work experience in business, finance, public administration, and related liberal arts. The job group has a statewide recruitment area and contains several parallel career ladders.

PROFESSIONAL GENERALS - WSF

The Professional Generals – WSF job group includes those jobs in the Professionals category that are assigned to the Washington State Ferries. These are Merit System-1 jobs. The majority of this job group consists of the following jobs:

- Shipyard Construction Estimators
- Customer Services Specialist Marine
- Marine Designer
- Marine Electrical Engineer
- Marine Mechanical Engineer
- Marine Project Engineer
- Naval Architect 1
- On-Call Mate
- Senior Marine Engineer

Included are a small number of Information Technology Specialists, Accountants, Budget Program Specialists, etc., assigned to the ferries division.

PROFESSIONAL GENERALS - MASTERS

The Professional Generals - Masters job group includes job classes at the Washington State Ferries covered by collective bargaining agreements which require promotional-only hiring based on strict seniority and a bid system. This job group includes:

Master

No goals are set for this job group.

PROFESSIONAL GENERALS - MATES

The Professional Generals - Mates job group includes job classes at the Washington State Ferries covered by collective bargaining agreements which require promotional-only hiring based on strict seniority and a bid system. This job group includes:

Chief Mate

Second Mate

No goals are set for this job group.

PROFESSIONAL GENERALS - CHIEF ENGINEERS

The Professional Generals - Chief Engineers job group includes job classes at the Washington State Ferries covered by collective bargaining agreements which require promotional-only hiring based on strict seniority and a bid system. This job group includes:

Chief Mate

Second Mate

No goals are set for this job group.

PROFESSIONAL GENERALS - ASSISTANT CHIEFS

The Professional Generals - Assistant Chiefs job group includes job classes at the Washington State Ferries covered by collective bargaining agreements which require promotional-only hiring based on strict seniority and a bid system. This job group includes:

Assistant Engineer

Temporary Assistant Engineer

No goals are set for this job group.

PROFESSIONAL GENERALS - STAFF CHIEFS

The Professional Generals - Staff Chiefs job group includes job classes at the Washington State Ferries covered by collective bargaining agreements which require promotional-only hiring based on strict seniority and a bid system. This job group includes:

Staff Chief

No goals are set for this job group.

PROFESSIONAL ENGINEERS

The Professional Engineers job group includes job classes that require college training and/or work experience in civil engineering. The job group has a statewide recruitment area and contains several parallel career ladders. These positions either require a Bachelor's degree in Civil Engineering or numerous years experience working as a Transportation Technician under the supervision of a Transportation Engineer.

The positions in this job group are made up of Transportation Engineers – a highly specialized field requiring incumbents to perform civil engineering work in both the office and the field.

The work consists of designing transportation systems and administering construction/maintenance contracts. The Transportation Engineer is responsible for designing roads, bridges, culverts, and associated structures. In field sites, they locate roads, bridges, drainage structures, grades, property lines and corners, and associated sites.

PROFESSIONAL ENGINEERS - WSF

The Professional Engineers -WSF job group includes job classes that require college training and/or work experience in civil or marine engineering. These are Merit System 1 jobs and include:

Associate Marine Engineer

Vessel Project Engineer

Also included are Transportation Engineers and Bridge Engineers.

CLERICAL OFFICE

The Clerical Office job group includes job classes that require work experience in accounting, bookkeeping, typing, clerical skills, administration, or related fields. The job group has a statewide recruitment area and contains several parallel career ladders.

CLERICAL OFFICE – WSF

The Clerical Office - WSF job group includes job classes at the Washington State Ferries. These jobs are covered by collective bargaining agreements and require promotional-only hiring based on strict seniority and a bid system. However, provisions in the contract allow for outside hiring if no union member desires the available position. This job category includes:

Accountant Assistants
Buyers
Information Clerks

Payroll Assistants
Secretaries
Stock Clerks

No goals are set for this job group.

TECHNICIANS

The Technicians job group includes job classes that require college training and/or work experience in civil engineering, transportation planning, electronics, and related fields. The job group is has a statewide recruitment area and contains several parallel career ladders.

The majority of positions in this job group are made up of Transportation Technician 1, 2 and 3 job classes. Incumbents are required to record and maintain accurate field and laboratory records as they relate to the particular project for which they were hired. Incumbents must have knowledge of elementary civil engineering and the care and operation of laboratory equipment and field equipment used in the civil engineering area.

TECHNICIANS - WSF

The Technicians - WSF job group includes job classes that require college training and/or work experience in civil or marine engineering, transportation planning, electronics, and related fields. These are Merit System-1 jobs and the majority are:

Inspector Specialist Marine

Electronic Communication Systems Technician - Field

Also included are a very small number of Transportation Technicians.

SKILLED CRAFTS

The Skilled Crafts job group includes job classes that require journey level work experience in carpentry, equipment and highway maintenance, or related fields. This job category is located statewide and has statewide and local recruitment areas.

SKILLED CRAFTS - WSF

The Skilled Crafts – WSF job group includes job classes at the Washington State Ferries covered by collective bargaining agreements that require promotional-only hiring based on strict seniority. This job group includes:

Able Seaman	Pipefitter
Boilermaker	Shoregang
Electrician	Shipwright
Oiler	Ticket Seller

No goals are set for this job group.

SERVICE MAINTENANCE

The Service Maintenance job group includes job classes that require a high school diploma and little to no prior experience. Workers in this job group contribute to the upkeep and care of buildings, facilities, or grounds. The job group is located statewide and has statewide and local recruitment areas and contains classes with short or no obvious career ladders within the agency.

SERVICE MAINTENANCE - WSF

The Service Maintenance – WSF job group includes job classes at the Washington State Ferries covered by collective bargaining agreements that require promotional-only hiring based on strict seniority. This job group includes:

On-Call Deck
On-Call Terminal
Ordinary Seamen

Ticket Taker
Ticket Seller
Terminal Attendant

No goals are set for this job group.

PROBLEM AREA ANALYSIS

PROBLEM AREA ANALYSIS NEW HIRES

The department appointed 146 New Hires during FY01. Representation of affected groups is as follows:

	New Hires	% New Hires	% Workforce	% Difference
Non Minority	132	90.4%	89.1%	1.5%
African American	4	2.7%	2.4%	14.2%
American Indian	2	1.4%	1.8%	-24.3%
Asian-Pacific Islander	7	4.8%	4.5%	7.3%
Hispanic	1	0.7%	2.3%	-68.9%
Female	48	32.9%	24.4%	34.8%
Vietnam Era Veteran	2	1.4%	8.2%	-82.9%
Disabled Veteran	0	0.0%	1.0%	-100.0%
Persons with Disabilities	4	2.7%	4.8%	-43.8%

Hispanics, Vietnam Era Veterans, Disabled Veterans, and Persons with Disabilities were hired into the department at a lower rate than their representation in the workforce—Vietnam Era Veterans the lowest. Conversely, women were hired into the department at a higher rate than their representation in the workforce.

In order to determine if any protected group was adversely impacted by agency hiring practices, a Problem Area Analysis was conducted for each protected group in each job category. The intent was to use the “Four-fifths” methodology in which the selection rate—as opposed to the fair share—for a particular group is compared with the group having the highest selection rate. Possible adverse impact for an affected group occurs where this comparison results in a ratio of less than 80% for the affected group.

However, WSDOT was not able to obtain the applicant flow data needed to assess the selection rate. Since 1996, the department has attempted to develop a software program to track applicant flow. In 1998 a program was up and running. However, immediately prior to the year 2000 the program was one of many others inactivated in order to minimize the potential computer problems feared at the time.

WSDOT, during December 2001, instructed the Department of Personnel Data Warehouse to re-activate the program. In a further attempt to obtain applicant flow data, WSDOT requested the data from the Department of Personnel (DOP). However, DOP was only able to track applicant flow data by individual job classifications. Given the large number of classifications in WSDOT, this was not feasible.

As a substitute, WSDOT used the “fair share” method to determine adverse impact and the “Four-fifths Rule” as approved by the Equal Employment Opportunity Commission. The fair share method compares the percent of workforce of a group to the percent of its participation in an activity. The four-fifths rule states that if there is less than 80% or four-fifths difference between the group with the highest selection rate and the group in question, it is possible that adverse impact exists.

Following are categories for which the analysis was performed:

Job Category	Job Group(s)
Officials Administrators/Managers	Officials Administrators Managers
Paraprofessionals	Paraprofessionals
Professional General	Professional Generals Professional Generals – WSF
Professional Engineers	Professional Engineers Professional Engineers – WSF
Office Clerical	Office Clerical
Technicians	Technicians Technicians – WSF
Skilled Craft	Skilled Crafts
Service Maintenance	Service Maintenance

A review of the problem area analyses by job category shows that there was a possible adverse impact for the following affected groups:

Job Group	Affected Group	Number Hired	Ratio to Highest
Officials Administrators /Managers	Female	2	57.1%
Professional General	African American	1	46.8%
	Hispanic	0	0.0%
	Total Minority	4	74.8%
	Female	9	49.5%
	Vietnam Era Veteran	1	46.8%
	Disabled Veteran	0	0.0%
	Disabled	0	0.0%
Professional Engineers	African American	0	0.0%
	Hispanic	0	0.0%
	Total Minority	3	50.0%
	Vietnam Era Veteran	0	0.0%
	Disabled Veteran	0	0.0%
	Disabled	0	0.0%
Technicians	Asian – Pacific	1	36.4%
	Disabled Veteran	0	0.0%
Clerical Office	Asian – Pacific	0	0.0%
	Vietnam Era Veteran	0	0.0%
	Disabled	1	46.9%
Skilled Craft	African American	0	0.0%
	Asian – Pacific	0	0.0%
	Hispanic	0	0.0%
	Total Minority	0	0.0%
	Female	0	0.0%
	Vietnam Era Veteran	0	0.0%
	Disabled	0	0.0%
Service Maintenance	Vietnam Era Veteran	0	0.0%
	Disabled	0	0.0%

PROBLEM AREAS

The causes of any possible adverse impact relating to the hiring process involve recruitment and the organizational culture.

RECRUITMENT

WSDOT's Office of Human Resources recruitment unit—including a statewide recruiting team—is dedicated to resolving the department's staffing needs. The Office of Equal Opportunity addresses the diversity component of recruiting. The Diversity Programs Administrator is a member of the team and it is anticipated that WSDOT will improve its New Hire performance of affected groups.

In addition, the department fills the majority of its positions through internal promotions—resulting in a well-trained and stable workforce. However, fewer opportunities to diversify its workforce is an overwhelming disadvantage of this approach. In addition, the majority of opportunities for new hires appear at entry-level positions.

Consequently, the department has included the following additional actions to address recruitment:

- Recruiting and outreach at high schools, colleges, and universities, including those with a greater population of affected group members;
- Posting job announcements on the internet, including web sites geared towards affected group members;
- Using broadband desirable qualifications in place of rigid minimum qualifications to encourage the largest number of job applicants; and
- Encouraging the use of in-training, temporary positions, and internships to assist members of affected groups in obtaining exposure and experience to department functions

Turnover data by job groups for WSDOT's permanent workforce was not available. WSDOT will coordinate with the Department of Personnel Data Warehouse to capture the data in periodic reports.

The following shows the pattern of new hire opportunities over the past four years:

	2001	2000	1999	1998	Average
Officials Administrators/Managers	7	12	61	36	29
Paraprofessionals	0	1	2	2	1
Professional Generals	35	60	65	38	50
Professional Engineers	25	31	128	54	60
Technicians	39	35	124	37	59
Clerical Office	17	20	45	17	25
Skilled Craft	23	42	52	54	43
Service Maintenance	10	6	6	8	8

WSDOT FTEs in the 1999-01 biennium changed significantly. In November 1998, the voters passed Referendum 49, which distributed more Motor Vehicle Excise Tax (MVET) revenues to WSDOT and authorized \$1.9 billion bond authority. This provided an increase in FTEs for the initial 1999-01 budget. In November 1999, however, the voters passed Initiative 695, which repealed the MVET and reduced funding in the supplemental budget, thus reducing the 1999-01 FTE level.

ORGANIZATIONAL CULTURE

Another barrier to hiring affected group members is organizational culture. WSDOT is staffed with 10.1% people of color and 24.4% women and a great many of WSDOT jobs necessitate that the incumbent live in close proximity to the work site. This can be a problem outside King and Pierce counties that are more diverse than others. Consequently, this creates a significant barrier.

The Office of Equal Opportunity has made several efforts to create a better awareness and appreciation for diversity including a revised Diversity Training program and monthly diversity celebrations that seek to address this issue.

PROBLEM AREA ANALYSIS PROMOTIONS

There were 404 promotions during FY01. Representation of affected groups is as follows:

	Promotions	% Promotions	% Workforce	% Difference
Non Minority	351	86.9%	89.1%	-2.5%
African American	9	2.2%	2.4%	-7.0%
American Indian	3	0.7%	1.8%	-62.1%
Asian-Pacific Islander	26	6.4%	4.5%	43.1%
Hispanic	15	3.7%	2.3%	64.4%
Female	113	28.0%	24.4%	14.8%
Vietnam Era Veteran	19	4.7%	8.2%	-42.7%
Disabled Veteran	1	0.2%	1.0%	-80.0%
Persons with Disabilities	19	4.7%	4.8%	-2.1%

American Indians, African Americans, Vietnam Era Veterans and Disabled Veterans were promoted at a lower rate than their representation in the workforce. Conversely, Asian-Pacific Islanders, Hispanics, and women were hired into the department at a higher rate than their representation in the workforce.

In order to determine if any protected group was adversely impacted by agency promotion practices, a Problem Area Analysis was conducted for each affected group in each job group. The intent was to use the “Four-fifths” methodology in which the selection rate—as opposed to the fair share—for a particular group is compared with the group having the highest promotion rate. Possible adverse impact for an affected group occurs where this comparison results in a ratio of less than 80%.

However, WSDOT was not able to obtain the applicant flow data needed to assess the promotion rate. Since 1996, the department has attempted to develop a software program to track applicant flow. In 1998 a program was up and running. However, immediately prior to the year 2000 the program was one of many others inactivated in order to minimize the potential computer problems feared at the time.

WSDOT, during December 2001, instructed the Department of Personnel Data Warehouse to re-activate the program. In a further attempt to obtain applicant flow data, WSDOT requested the data from the Department of Personnel (DOP). However, DOP was only able to track applicant flow data by individual job classifications. Given the large number of classifications in WSDOT, this was not feasible.

As a substitute, WSDOT used the “fair share” method to determine adverse impact and the “Four-fifths Rule” as approved by the Equal Employment Opportunity Commission. The fair

share method compares the percent of workforce of a group to the percent of its participation in an activity. The four-fifths rule states that if there is less than 80% or four-fifths difference between the group with the highest selection rate and the group in question, it is possible that an adverse impact exists.

Following are categories for which the analysis was performed:

Job Category	Job Group(s)
Officials Administrators/Managers	Officials Administrators Managers
Paraprofessionals	Paraprofessionals
Professional General	Professional General Professional General – WSF
Professional Engineers	Professional Engineers Professional Engineers – WSF
Office Clerical	Office Clerical
Technicians	Technicians Technicians – WSF
Skilled Craft	Skilled Craft
Service Maintenance	Service Maintenance

A review of the problem area analyses by job category shows that there was a possible adverse impact for the following affected groups:

Job Group	Affected Group	Number Promoted	Ratio to Highest
Officials Administrators /Managers	African American	1	66.7%
	Hispanic	1	66.7%
	Female	10	74.1%
	Vietnam Era Veteran	1	13.3%
	Disabled	2	66.7%
Professional Generals	African American	2	66.7%
	Native American	0	0.0%
	Hispanic	1	33.3%
	Total Minority	9	66.7%
	Female	33	68.8%
	Vietnam Era Veteran	5	47.6%
	Disabled Veteran	0	0.0%
Professional Engineers	Native American	0	0.0%
	Asian – Pacific	11	58.9%
	Total Minority	20	65.9%
	Vietnam Era Veteran	0	0.0%
	Female	16	38.1%
	Vietnam Era Veteran	5	19.5%
	Disabled Veteran	1	42.9%%
	Disabled	0	0.0%
Technicians	African American	3	75.0%
	Native American	0	0.0%
	Total Minority	10	71.4%
	Vietnam Era Veteran	0	0.0%
	Disabled Veteran	0	0.0%
	Disabled	2	25.0%
Clerical Office	African American	0	0.0%
Skilled Crafts	African American	0	0.0%
	Total Minority	6	66.7%
	Female	3	50.0%
	Vietnam Era Veteran	7	51.9%
	Disabled Veteran	0	0.0%
	Disabled	4	66.7%
Service Maintenance	Female	2	66.7%%

PROBLEMS

WSDOT is unsure of the causes of possible adverse impact for these groups. WSDOT will conduct further analysis when it has applicant flow data. If the implication still exists, the Office of Equal Opportunity will coordinate with other offices to determine possible causes.

PROBLEM AREA ANALYSIS TERMINATIONS

There were 198 terminations during FY01. Representation of affected groups is as follows:

	Terminations	% Terminations	% Workforce	% Difference
Non Minority	176	88.9%	89.1%	-0.2%
African American	5	2.5%	2.4%	5.7%
American Indian	2	1.0%	1.8%	-45.9%
Asian-Pacific Islander	9	4.5%	4.5%	0.6%
Hispanic	6	3.0%	2.3%	33.3%
Female	63	31.8%	24.4%	30.3%
Vietnam Era Veteran	27	13.6%	8.2%	65.9%
Disabled Veteran	4	2.0%	1.0%	100.0%
Persons with Disabilities	11	5.6%	4.8%	16.7%

African Americans, Hispanics, Females, Vietnam Era Veterans, Disabled Veterans, and Persons with Disabilities were terminated at a higher rate than their representation in the workforce. Conversely, American Indians were the only affected group terminated at a lower rate than their representation in the workforce.

However, when adverse impact using the “Four-fifths Rule” is considered, analyzing each affected group by each job group, no significant adverse impact is evident.

In order to determine if any affected group was adversely impacted by terminations, a Problem Area Analysis was conducted for each affected group in each job group. The “Four-fifths” methodology, in which the retention rate for a particular group is compared with the group having the highest retention rate, was conducted. Possible adverse impact for an affected group occurs where this comparison results in a ratio of less than 80% for the affected group.

Following are categories for which the analysis was performed:

Job Category	Job Group(s)
Officials Administrators/Managers	Officials Administrators Managers
Paraprofessionals	Paraprofessionals
Professional General	Professional Generals Professional Generals – WSF

Professional Engineers	Professional Engineers Professional Engineers – WSF
Office Clerical	Office Clerical
Technicians	Technicians Technicians – WSF
Skilled Craft	Skilled Crafts
Service Maintenance	Service Maintenance

A review of the problem area analyses by job category shows that there was a possible adverse impact for the following affected groups:

Job Group	Affected Group	Number Terminated	Ratio to Highest (Retention)
Officials Administrators /Managers	Hispanic	2	77.8%
	Disabled Veteran	2	71.4%
Technicians	Disabled Veterans	1	77.8%

PROBLEM AREAS

No problem areas have been identified for possible adverse impact in terminations. Those groups listed above falling below four-fifths in retention were barely below. WSDOT will continue to monitor terminations, paying particular attention to the groups above.

PROBLEM AREA ANALYSIS TRAINING

During FY01, 13,072 employees attended training sessions, as tracked on WSDOT's Automated Training Management System. This system does not capture all training taken by department employees, but predominantly captures training sessions developed internally and input into the system. Representation of affected groups is as follows:

	Sessions	% Sessions	% Workforce	% Difference
Non Minority	11,676	89.3%	89.1%	0.2%
African American	259	2.0%	2.4%	-15.4%
American Indian	182	1.4%	1.8%	-24.3%
Asian-Pacific Islander	631	4.8%	4.5%	7.3%
Hispanic	321	2.5%	2.3%	11.1%
Female	2937	22.5%	24.4%	-7.8%
Vietnam Era Veteran	1200	9.2%	8.2%	12.2%
Disabled Veteran	53	0.4%	1.0%	-60.0%
Persons with Disabilities	609	4.7%	4.8%	-2.1%

African Americans, American Indians, women, and Disabled Veterans were trained at a lower rate than their representation in the workforce. Conversely, Asian-Pacific Islanders, Hispanics, and Vietnam Era Veterans were trained at a higher rate than their representation in the workforce.

Training sessions were tracked by the following categories:

- Technical/Professional
- Employee Development
- Maintenance/Operations
- Safety
- Information Technology
- Management Development
- Total Quality Management

In order to determine if any affected group was adversely impacted by department training practices, a Problem Area Analysis was conducted for each affected group in each training category. The "Four-fifths" methodology, in which the training rate for a particular group is compared with the group having the highest training rate, was conducted. Possible adverse impact for an affected group occurs where this comparison results in a ratio of less than 80% for the affected group.

There appears to be systemic adverse impact in the Technical/Professional, Maintenance/Operations, Safety, and Management Development categories where all or almost all affected groups possibly experience adverse impact.

PROBLEM AREAS

WSDOT is unable to determine problem areas at the source of the possible adverse impact at this time. The Office of Equal Opportunity will work with the Office of Human Resources Staff Development office to ascertain the reasons. Areas that will initially be reviewed include:

- How participants are selected for training, and
- Impact of the location of the training session.

PROGRAMS
AND
ACCOMPLISHMENTS

PROGRAMS AND ACCOMPLISHMENTS

OVERVIEW

The Washington State Department of Transportation (WSDOT) is an active participant in internal and external programs that are designed to ensure equal opportunity. The agency's workforce environment has steadily changed since 1997 and hiring trends show the percentage of non-minority men slowly declining while the percentage of non-minority women is increasing. The agency is committed to having a workforce reflective of the communities it serves and it seeks to accomplish this goal through the continued use of proven best employment practices and by challenging ourselves to constantly look for more effective hiring and retention tools and practices.

Since its inception in January of 1992, the Office of Equal Opportunity has increased its resources to better meet the challenges that face the department. With assistance from the Office of Equal Opportunity, the department is actively engaged in changing processes and systems that should have a positive impact on equal opportunity and affirmative action programs. The department has developed and implemented new programs and policies that contain a diversity component. Through the use of these programs, the department anticipates reversing the negative retention trends impacting our workforce and provide better tools to specifically address affected group members. Through these efforts, WSDOT seeks to foster a heterogeneous workforce reflective of the diversity in the communities we serve.

RECRUITMENT

Recruitment Programs

WSDOT recognizes the value of results-oriented recruitment efforts. The Office of Human Resources and the Office of Equal Opportunity rewrote the agency Interviewing Handbook in June 2000. The handbook provides managers and appointing authorities with a broader definition of the “best qualified” candidate. This new definition asks hiring authorities to include indicators of quality and diversity in the interview and selection process.

The Office of Human Resources and the Office of Equal Opportunity are represented in networks that provide information, training and education in diversity issues and employment opportunities. Examples of these kinds of groups are the South Puget Sound Diversity Network and the American Association for Affirmative Action. OEO is also a member of Diversity Inc.com in order to keep updated on current diversity related topics and events.

WSDOT has been selected as a participant to pilot the new diversity-focused recruitment service offered by the Department of Personnel. The purpose of this pilot program is to develop an individual recruitment plan that compliments the Affirmative Action Plan to help meet goals. It will assist state agencies to target job groups that have traditionally faced significant under-utilization.

WSDOT’s Office of Human Resources recently created the Recruitment and Retention unit, comprised of four people. The purpose of the unit is to primarily focus on recruitment and retention issues and promote long range planning efforts to provide a diverse workforce. It has expanded the number of college campus locations WSDOT visits annually to include Florida and Arizona in an effort to improve its diversity recruitment efforts. The Recruitment and Retention unit is responsible for working with the Recruitment and Retention Task Force in order to coordinate agency statewide hiring efforts.

The Recruitment and Retention Task Force was created in 1999 to focus recruiting efforts on Transportation Engineer 1 (TE 1) positions. The task force, comprised of Human Resources professionals and engineers within the agency, has been instrumental in developing a strong college recruitment program. Although the focus continues to be TE 1 recruitment within and outside of the state of Washington, the task force has also focused attention on high school outreach, mentoring, and diversity efforts.

WSDOT currently utilizes the State of Washington College Recruitment Program to improve the efficiency and effectiveness of recruiting college graduates and state employees with college degrees. In addition, the department participates in career fairs and networks closely with technical colleges and community colleges with specific emphasis given to those institutions whose student enrollment reflect a good percentage of affected group members. WSDOT's recruitment efforts also includes on-site testing for students in Civil Engineering and Computer disciplines.

WSDOT, in cooperation with the University of Washington, is actively involved in the Transportation and Civil Engineering Career Center's Northwestern Region (TRAC) pilot

program. The TRAC teaching methodology uses teams consisting of WSDOT engineers, undergraduate engineering students, and Mathematics, Engineering, Science Achievement (MESA) teachers. The program provides inter-city high school students with an overview of engineering and an opportunity to experience the work environment of a Transportation Engineer. The department has expanded the TRAC program to high schools located in other regions as well.

To enhance the Washington State Ferries recruitment efforts of affected group members, employment opportunities with WSF are advertised in a broad spectrum of resources to target diversity candidates. Additionally, WSF utilizes the Recruitment Resource Directory developed by OEO to effectively target the affected group community.

Job Fairs

WSDOT attends several job fairs annually. These fairs include, but are not limited to, the Women in Science and Engineering fair, the University of Washington Engineering and Sciences career fair, the National Society of Black Engineers career fair and the Women in Trades fair in Seattle.

Community Networks

WSDOT has established a number of contacts within communities throughout the state through the use of its Human Resource Consultants in the Office of Equal Opportunity. These community ties are made with colleges, service clubs, business and civic organizations, and government agencies for the purpose of promoting diversity within the department.

Employment

To assist with WSDOT's recruitment efforts of affected group members, the Office of Equal Opportunity has updated and republished a comprehensive *Recruitment Resources Directory*. This directory is designed to enhance the department's ability to recruit effectively. The information contained in the directory incorporates state, as well as national, recruitment resources which interface with affected group communities. The directory was distributed to all WSDOT hiring authorities.

WSDOT job announcements are distributed statewide to include organizations that target affected group communities whenever employment opportunities become available. In addition, job openings are advertised in newspapers and publications that serve and/or represent affected groups.

WSDOT continuously updates its pool of applicants seeking temporary employment with the agency. Opportunities are provided to qualified affected group members who meet affirmative action goals to fill temporary positions in under-utilized job groups.

When an employment opportunity occurs within the Office and Professional Employees International Union (OPEIU) jurisdiction, the position is posted within WSF for ten working days. Current WSF employees in OPEIU are eligible to bid on vacancies. Those individuals who submit a bid and meet the minimum qualifications for the position are provided an opportunity to interview.

When no qualified candidates are identified through this process, WSF advertises in print media as well on Internet sites. Interested applicants submit a Washington State Application For Employment to WSF. Applicants are screened for minimum requirements and the most qualified candidates are referred for interview. In accordance with WSF Affirmative Action goals, supervisors and managers are encouraged to increase the number of affected group members where underutilization exists.

Applicant Flow Data Program

WSDOT, in conjunction with the Department of Personnel Human Resource Information Systems Division, developed a program to capture Applicant Flow data for new hires and promotions. This program incorporated data provided from the Automated Register Maintenance System, Local Lists, and data from Washington Management Service and Exempt hiring and promotions into a statistical evaluation of adverse impact. As a result of the Year 2000 Conversion project, this program was discontinued. Consequently, WSDOT is unable to provide the adverse impact analysis for new hires and promotions using the data previously collected by this program. WSDOT will develop a similar program using the Department of Personnel Data Warehouse Program and Brio software to access the data needed to provide this analysis.

RECRUITMENT

Recruitment Programs

WSDOT recognizes the value of results-oriented recruitment efforts. The Office of Human Resources and the Office of Equal Opportunity rewrote the agency Interviewing Handbook in June 2000. The handbook provides managers and appointing authorities with a broader definition of the “best qualified” candidate. This new definition asks hiring authorities to include indicators of quality and diversity in the interview and selection process.

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WSDOT’s Office of Human Resources recently created the Recruitment and Retention unit, comprised of four people. The purpose of the unit is to primarily focus on recruitment and retention issues and promote long range planning efforts to provide a diverse workforce. It has expanded the number of college campus locations WSDOT visits annually to include Florida and Arizona in an effort to improve its diversity recruitment efforts. The Recruitment and Retention unit is responsible for working with the Recruitment and Retention Task Force in order to coordinate agency statewide hiring efforts.

The Recruitment and Retention Task Force was created in 1999 to focus recruiting efforts on Transportation Engineer 1 (TE 1) positions. The task force, comprised of Human Resources professionals and engineers within the agency, has been instrumental in developing a strong college recruitment program. Although the focus continues to be TE 1 recruitment within and outside of the state of Washington, the task force has also focused attention on high school outreach, mentoring, and diversity efforts.

WSDOT currently utilizes the State of Washington College Recruitment Program to improve the efficiency and effectiveness of recruiting college graduates and state employees with college degrees. In addition, the department participates in career fairs and networks closely with technical colleges and community colleges with specific emphasis given to those institutions whose student enrollment reflect a good percentage of affected group members. WSDOT's recruitment efforts also includes on-site testing for students in Civil Engineering and Computer disciplines.

WSDOT, in cooperation with the University of Washington, is actively involved in the Transportation and Civil Engineering Career Center's Northwestern Region (TRAC) pilot

program. The TRAC teaching methodology uses teams consisting of WSDOT engineers, undergraduate engineering students, and Mathematics, Engineering, Science Achievement (MESA) teachers. The program provides inter-city high school students with an overview of engineering and an opportunity to experience the work environment of a Transportation Engineer. The department has expanded the TRAC program to high schools located in other regions as well.

To enhance the Washington State Ferries recruitment efforts of affected group members, employment opportunities with WSF are advertised in a broad spectrum of resources to target diversity candidates. Additionally, WSF utilizes the Recruitment Resource Directory developed by OEO to effectively target the affected group community.

Job Fairs

WSDOT attends several job fairs annually. These fairs include, but are not limited to, the Women in Science and Engineering fair, the University of Washington Engineering and Sciences career fair, the National Society of Black Engineers career fair and the Women in Trades fair in Seattle.

Community Networks

WSDOT has established a number of contacts within communities throughout the state through the use of its Human Resource Consultants in the Office of Equal Opportunity. These community ties are made with colleges, service clubs, business and civic organizations, and government agencies for the purpose of promoting diversity within the department.

Employment

To assist with WSDOT's recruitment efforts of affected group members, the Office of Equal Opportunity has updated and republished a comprehensive *Recruitment Resources Directory*. This directory is designed to enhance the department's ability to recruit effectively. The information contained in the directory incorporates state, as well as national, recruitment resources which interface with affected group communities. The directory was distributed to all WSDOT hiring authorities.

WSDOT job announcements are distributed statewide to include organizations that target affected group communities whenever employment opportunities become available. In addition, job openings are advertised in newspapers and publications that serve and/or represent affected groups.

WSDOT continuously updates its pool of applicants seeking temporary employment with the agency. Opportunities are provided to qualified affected group members who meet affirmative action goals to fill temporary positions in under-utilized job groups.

When an employment opportunity occurs within the Office and Professional Employees International Union (OPEIU) jurisdiction, the position is posted within WSF for ten working days. Current WSF employees in OPEIU are eligible to bid on vacancies. Those individuals who submit a bid and meet the minimum qualifications for the position are provided an opportunity to interview.

When no qualified candidates are identified through this process, WSF advertises in print media as well on Internet sites. Interested applicants submit a Washington State Application For Employment to WSF. Applicants are screened for minimum requirements and the most qualified candidates are referred for interview. In accordance with WSF Affirmative Action goals, supervisors and managers are encouraged to increase the number of affected group members where underutilization exists.

Applicant Flow Data Program

WSDOT, in conjunction with the Department of Personnel Human Resource Information Systems Division, developed a program to capture Applicant Flow data for new hires and promotions. This program incorporated data provided from the Automated Register Maintenance System, Local Lists, and data from Washington Management Service and Exempt hiring and promotions into a statistical evaluation of adverse impact. As a result of the Year 2000 Conversion project, this program was discontinued. Consequently, WSDOT is unable to provide the adverse impact analysis for new hires and promotions using the data previously collected by this program. WSDOT will develop a similar program using the Department of Personnel Data Warehouse Program and Brio software to access the data needed to provide this analysis.

REMOVING BARRIERS

Supported Employment

The Department has remained a strong influence in helping Supported Employment candidates find work experience with the state of Washington. WSDOT currently has a number of employees participating in this program and as positions become available, works with Supported Employment counselors to match candidates with available positions.

Welfare to Work Programs

Community Jobs Initiative and the Department of Transportation have been working together to partner candidates with potential positions. These normally take the form of internships that allow program participants the opportunity to gain skills in professional settings. Currently, WSDOT is working to place candidates in environments that will be a success for both the candidate and the department.

On-the-Job Training Support Services

The Office of Equal Opportunity in WSDOT administers an On-the-Job Training Support Services Program which covers both the Eastern and Western Regions of the State. The primary responsibility is to market, recruit, assess, counsel, and find job placement opportunities for interested individuals as apprentices or trainees within the transportation construction industry. The WSDOT On-the Job Training Supportive Services Program recruits for, but is not limited to, the following Apprenticeship Programs: Laborer, Iron Worker, Pile Driver, Electrician, Carpenter, Heavy Equipment Operator, Cement Mason, Painter, Mechanic and Truck Driver.

Local Diversity Advisory Groups

Best practice organizations value people and cultivate an environment where cultural awareness, sensitivity, fairness, and integrity prosper. In order to facilitate an environment where cultural awareness can flourish, WSDOT will establish local Diversity Advisory Group committees in each region that will be responsible for establishing policies, providing technical assistance, and monitoring progress toward the achievement of local goals.

Alternative Work Schedules

The department has finalized its policy on "Guidelines for Alternative and Staggered Work Schedules." This policy was transmitted to department executives to provide guidance for managers in the evaluation of employee requests for alternative or staggered work schedules.

The department is moving forward with the development of policies on 'Telecommuting' and 'Guaranteed Ride Home.'

ADA Brochure

In 2001, WSF revised its brochure "A Guide for Disabled Passengers." The brochure includes a listing of accessibility issues by vessel and terminal. The brochure also includes phone numbers to request accommodations prior to boarding vessels.

Americans with Disabilities Act Transition Plan

WSDOT has completed the final work in its Transition Plan for Highway and Area Buildings. A review was conducted of all rest areas to make them fully accessible. All work was completion in 1999. WSDOT is also in the process of changing all signs indicating “No Dogs or Pets Allowed” to “Only Service Animals Allowed”.

Reasonable Accommodation Procedures

WSDOT established a process improvement team to review procedures for requesting accommodations. The team looked at combining the state Worker’s Compensation and Return to Work policies with the ADA so that a single policy is available for all employees regardless of whether or not the injury or illness is work related. This new WSDOT policy was implemented in June 2001.

Washington State Ferries established a Reasonable Accommodation Work Group to review and assess the effectiveness of WSF policies, procedures, and processes relating to reasonable accommodations and similar issues. Various recommendations for improvement have been made and implemented as of August 1, 2001. The team continues with ongoing evaluations and recommendations.

ENHANCING OPPORTUNITY

Internship Program

WSDOT participates in the Governor's Internship Program and the Governor's Executive Fellowship Program. These programs offer undergraduate and graduate students temporary employment with state government. Recruitment bulletins are distributed statewide to four-year colleges and universities. The department is committed to the active recruitment of affected group members whenever there are internship opportunities.

Summer Employment Program

WSDOT offers summer employment to transportation technician students and undergraduate civil engineering students. The summer internship program provides all participants with valuable work experience while improving the employment opportunities for affected groups.

WSF, beginning in the summer of 2001, developed an internship program targeting diversity candidates. The program was designed to offer opportunities for high school and college students of diverse backgrounds an opportunity to gain work experience in entry-level office positions. Based upon the success of this program, WSF intends to continue with a Summer Internship Program modeled after the 2001 program.

DIVERSITY

Diversity Advisory Group

The Diversity Advisory Group (DAG) continues to be an active group of individuals that are a valuable resource for the Office of Equal Opportunity's diversity programs. The DAG mission is to advocate policies and promote activities that will result in a diverse workforce and an inclusive work environment. Although this group has undergone several name changes since its creation in January 1993—originally called the Equal Opportunity Advisory Group (EOAG), then the Diversity Advisory Task Force (DATF)—its focus on, and commitment to, furthering diversity has not wavered.

The group consists of representatives from each of the regions, headquarters, the Washington State Ferries, and recently, from the FHWA Division Office. The Diversity Advisory Group has been an integral part of assisting the Office of Equal Opportunity in developing the 2002 – 2006 Affirmative Action Plan.

Cultural Observances

WSDOT recognizes the importance of educating its employees in order to create further awareness of the diversity that exists in the workplace. To enhance the education process, the Internal Civil Rights Branch maintains several Diversity display boards located in the regions, headquarters, and the Washington State Ferries. These boards are updated monthly and reflect the current national observance for that particular month.

Additionally, monthly cultural celebrations are held for national and state observances. These celebrations are “brown bag” events sponsored by the Office of Equal Opportunity and offered to the entire workforce. Employees are notified via email, bulletin boards, and word of mouth. Speakers for these events are either employees themselves or individuals from outside the agency. In an effort to maximize available resources, WSDOT has participated in multi-agency events such as Black History Month observances with the Attorney General's Office and the Department of Corrections. WSDOT is looking for similar opportunities to reach a broader audience and pool limited resources.

Diversity Training

Diversity Training is offered in a variety of formats and is mandatory for all WSDOT employees. The training provides information on the Department's policies and applicable laws and regulations regarding civil rights, which includes three training modules: *Diversity and Affirmative Action*, *Discrimination and Sexual Harassment*, and *Americans with Disabilities Act (ADA)*. WSDOT has revised this training package and continues to deliver the training with certified in-house trainers throughout the Department.

New employees are made aware of department diversity and anti-discrimination policies during new employee orientation conducted by their immediate supervisor. They are provided basic information on these issues via handouts and are instructed where to find assistance.

ACCOUNTABILITY

Affirmative Action Plan

The Affirmative Action Plan will be distributed to all WSDOT Human Resources Offices, Region Administrators/Assistant Secretaries, Project Engineer Offices, and Maintenance Area Offices. It will also be available on the Office of Equal Opportunity web page. Representatives from the Office of Equal Opportunity will schedule meetings with the region/division personnel and various collective bargaining units to discuss the implementation of the plan.

During development of the plan, meetings were held with representatives for the Regional Administrators to review goals and problem areas in their respective regions.

Quarterly Utilization Reports

Quarterly, the Office of Equal Opportunity updates the Utilization Analysis report contained in the Affirmative Action Plan and provides copies of the updated information to the Secretary's office, each Assistant Secretary, and each Regional Administrator. This information shows how each region/division/service center is performing with respect to target goals established in the Affirmative Action Plan. Additionally, this information is used to indicate areas needing additional recruitment and retention efforts.

Equal Opportunity Desk Manual

Several chapters of the Equal Opportunity Desk Manual were republished in September 2001. The manual contains department policies on Equal Employment Opportunity, Affirmative Action, Freedom from Discrimination and Sexual Harassment. It also contains procedures for providing reasonable accommodations, converting publications into alternate formats, and investigating discrimination complaints.

Policies and directives were consolidated under one chapter. A new chapter on complaint procedures was written to comply with Executive Order No. 98-02 and to cover a broader scope of duties and responsibilities for investigators. The manual was distributed via email throughout WSDOT to all managers and supervisors. Directions were given to distribute written copies of the document to those areas without email access.

Affirmative Action In Recruitment and Appointments

On December 3, 1998, Initiative 200 became effective. As a result, the *Affirmative Action in Recruitment and Appointments* policy established by WSDOT as a system of accountability for support of the affirmative action program was eliminated.

Exempt Hires Reviewed by Governor's Office

Before any appointment is made for a high-ranking exempt manager's position in state government, the names are submitted to the Governor's Office for review and approval. Each agency must submit a list of three candidates in rank order and provide a profile of its senior level managers.

Resource for Interview Questions

The Office of Equal Opportunity serves as a resource for managers and supervisors to review interview questions for issues of adverse impact, job relevance, legitimate business necessity, and essential job elements.

Manager Development and Performance Plan - EEO Considerations

Annually, managers and supervisors are evaluated using an instrument called the Manager Development and Performance Plan. This evaluation instrument has been used to assess an individual's commitment and contributions to managing and enhancing diversity within the workplace.

Section 504 Plan:

Section 504 of the Rehabilitation Act of 1973 prohibits any form of discrimination against persons with disabilities in programs receiving federal funds. WSDOT developed its Section 504 Plan that was submitted to FHWA for approval during the 1994 Annual Program Management Review. The Section 504 Plan established policies and procedures the department will follow and designates the department's Section 504 Coordinator who will be directly responsible for implementation of the program.

Reasonable Accommodation Policy

WSDOT developed policy guidance on "Americans with Disabilities Act - Reasonable Accommodation" for use by its managers and supervisors when confronted with accommodation requests. This policy will ensure fair and equitable treatment to all employees who are, or become, persons with disabilities requiring accommodations.

ADA Communications Policy

WSDOT developed policy guidance on "Americans with Disabilities Act - Communications," an internal publication providing guidance to department employees for complying with the ADA requirements as they pertain to communications. All organization/office managers are to familiarize themselves with accessibility requirements to ensure communications of their services, programs, or activities can be made accessible to persons with disabilities.

Essential Job Functions Form

In accordance with the ADA, WSDOT developed an Essential Job Functions Form to be used as a supplement to the Classification Questionnaire. This form lists the specific functions that are essential to performance of the position and eliminates those that are considered to be marginal. This form is used during all employment interviews to describe the requirements of the position and each candidate is required to sign a statement as to whether or not they can perform these essential functions with or without reasonable accommodation. A training program for all managers and supervisors was developed to provide guidance on the proper methods of defining essential functions.

PROFESSIONAL DEVELOPMENT

Employee Seminars

The Office of Equal Opportunity has redesigned the Work Force Diversity Training Program. This course uses the Adult-Based Learning Model to examine key issues pertaining to work force diversity within WSDOT, including: equal opportunity, affirmative action, sexual harassment, ADA, and cultural diversity. The training is designed to enhance supervisor and employee awareness of diversity issues as well as provide policy interpretation and instructional guidance on how to effectively manage and value diversity in the workplace. This course is required training for all WSDOT employees, executive managers, and the Transportation Commission.

Maintenance Academy and Leadership Forum

WSDOT is mindful of the increased need for cultural awareness and diversity within the department. To further enhance the department's level of awareness, WSDOT's long-term maintenance training has expanded its curriculum to include diversity training.

Educational Opportunities

WSDOT continues to encourage all employees to participate in the department's Tuition Reimbursement Program. The program is designed to provide financial assistance to permanent full-time employees pursuing education during off-duty hours.

The department also offers tuition reimbursement to agency engineers pursuing a master's degree. This is a highly successful Master's Degree Program that provides training at Washington universities in traffic and planning, environmental issues, urban congestion on, and other specialty areas. Several employees are scheduled annually for this program, which is conducted in conjunction with both state universities and is partially funded by the Federal Highway Administration. The program enables WSDOT to remain abreast of important developments in highly technical areas.

Diversity Library

The Office of Equal Opportunity has developed a collection of videos, audiotapes, books and articles related to diversity issues. WSDOT employees can use these materials as a resource.

RESPONSE FROM
GOVERNOR'S
AFFIRMATIVE ACTION
PLAN COMMITTEE



STATE OF WASHINGTON
DEPARTMENT OF PERSONNEL

521 Capitol Way South, P.O. Box 47500 • Olympia, WA 98504-7500 • (360) 664-1960 • FAX (360) 586-4694

June 13, 2003

Doug MacDonald, Secretary
Washington State Department of Transportation
310 Maple Park
Olympia, WA 98504

Dear Doug:

The Governor's Affirmative Action Policy Committee (GAAPCom) has approved the Washington State Department of Transportation's (WSDOT) 2002 Affirmative Action Plan.

We appreciate the effort of your staff in preparing the Affirmative Action Plan and participating in the Triad process. Based upon the results of the Triad meeting, we are confident of WSDOT's affirmative action efforts.

We commend WSDOT for:

- The appointment of five diverse candidates to the executive management team.
- The development and advocacy of programs that support an inclusive and diverse workplace.
- The broadening of the agency's on-campus recruitment effort to include more diverse schools nationwide.
- The plan to develop separate affirmative action plans for the various regions within WSDOT when the plan is recalculated with the new census data.
- The agency is at parity for People of Color and Female in Paraprofessionals, Professional General Mates, Professional General's Assistant Chiefs and Service Maintenance.

Doug MacDonald
June 13, 2003
Page Two

For the next year, the GAAPCom recommends:

- Develop and implement strategies to increase the diversity of your temporary and seasonal staff.
- Continue efforts currently underway for the Office of Equal Opportunity (OEO) and the Human Resources offices to collaborate on diversity recruitment and retention issues. A joint effort between these offices in developing and implementing diversity strategies is essential for success.
- The OEO Officer and the agency recruitment manager should partner to identify and implement specific strategies to increase the representation of People of Color and Females in WSDOT.
- Set up metrics to evaluate recruiting efforts in relation to the candidate sources (i.e., job fairs, conferences, etc.) the agency pursues. For example, the agency could track the number of candidates met as well as the number of candidates added to the register or identified for key job classes including WMS through their outreach efforts.
- GAAPCom is encouraging all agencies to re-compute availability as soon as the labor force data is available from Census 2000.

If you have any questions, please call Ginny Dale at (360) 664-6262.

Sincerely,



Gene Matt, Chair
Governor's Affirmative Action Policy Committee

Enclosure

cc: Brenda Richardson, WSDOT Director of Office of Equal Opportunity
Margarita Mendoza de Sugiyama, WSDOT Diversity Program Administrator
Kermit Wooden, WSDOT Human Resource Director
Ginny Dale, DOP Affirmative Action Representative

GARY LOCKE
Governor



STATE OF WASHINGTON
OFFICE OF THE GOVERNOR

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June 18, 2003

Douglas B. MacDonald, Secretary
Washington State Department of Transportation
310 Maple Park Avenue SE
Olympia, WA 98504

Dear Secretary MacDonald:

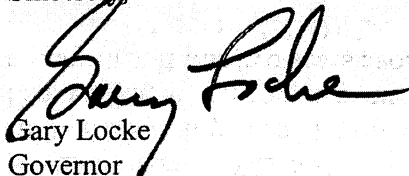
As we now move to a much-anticipated era of project construction and delivery, I want to share with you my sincere appreciation for your leadership, the hard work of your management team, and the dedication of the employees at the Washington State Department of Transportation (WSDOT).

In April 2001, you ushered in a new "can do" management style and commitment to professionalism at WSDOT. I know the past 26 months have not been easy, for you or your staff. Perhaps if you had known then what you know now, you might not have accepted the job! I am writing to you now to convey that I, for one, am very glad you did. WSDOT is a different agency than it was two years ago. With your leadership, and the outstanding work of your management team, WSDOT has made project delivery and accountability its top priority.

From the quarterly documentation of WSDOT's ever-improving track record to your aggressive education campaign before Rotary clubs and radio talk-show hosts, you've shown tremendous energy in communicating a candid commitment to accountability and performance. Your management team is also making great strides in executing a vision of responsible stewardship of public assets and on-time, on-budget project delivery. I have no doubt that WSDOT has become a model for transportation departments in other states to emulate.

I know we share an unflinching commitment to the future of this state. That future begins with a multi-modal transportation system that meets the mobility needs of a diverse society and its economy. Your management of WSDOT will greatly assist in making that future a reality.

Sincerely,


Gary Locke
Governor

cc: Aubrey Davis, Chairman, Washington Transportation Commission

